



Profile of the Local Government Workforce

2014 Report

Profile of the Australian Local Government Workforce 2015 Report

February 2015

About the authors

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Executive summary

Executive summary

Local government is a significant employer in Australia—particularly in regional areas—offering opportunities for employment across a wide range of occupations. This report on the profile of the local government workforce has been written to support the National Workforce Strategy developed for the Australian Centre of Excellence for Local Government (ACELG) by Local Government Managers Australia (LGMA) National Office, and should be read in conjunction with this Strategy (LGMA & ACELG 2013). Australian Bureau of Statistics (ABS) data from the 2011 Census of Population and Housing, and ACELG Survey data on the local government workforce from 2013 have been synthesised in constructing this profile.

Profile of the Local Government Workforce

- There are 192,500 people working in local government across the country.
- Local governments are important employers in regional and remote areas. A higher proportion of local government employees work in regional (41%) and remote (18%) areas compared to the proportion of state and territory (24% and 5%) and federal governments (16% and 2%) employees. In regional and remote areas, local government employs a larger proportion of the workforce than most other industries (with the exception of health care, social assistance and education).
- Although men make up a larger proportion of the local government workforce nationally (54%), by jurisdiction there are large differences in gender distribution driven by the range of occupations that reflect the strategic priorities and legislative requirements of each state or territory. Men predominate in engineering/infrastructure (90% of employees) and planning/environment occupations (76% of employees), whilst women are more likely than men to be in corporate services/governance (65% of employees) and human/community services (78% of employees).
- The local government workforce is ageing, with 37% of employees aged 50 years or over, compared to the Australian labour force average of 29%. Male employees are, on average, older than female employees, with 41% of the men working in local government aged 50 years or more compared to just 32% of women.
- Although 70% of local government employees are working on a full-time basis, there is a large difference across the genders, with only 54% of women working full time compared to 83% of men.

Women in Local Government

- Approximately one third of all councillors (30%) and one quarter of mayors (23%) are women. However, unlike males, the proportion of women being elected is approximately equal to the proportion nominating, suggesting there would be larger numbers of women serving as councillors if more stood for election.
- A very small proportion of council CEOs are female (11%). Research suggests that a cultural shift in recruitment processes for CEOs will be needed to break the pattern of predominately older men from technical or finance backgrounds being appointed into these roles.

- In local government there are a large number of very well educated women currently working in middle management (third and fourth level). Although currently not employed in similar roles, these women could move into higher level senior management roles if supported with continued flexible work opportunities and considered for appointment.
- The number of women in management positions varies according to the occupation stream in which they are working. Women in all leadership roles are over-represented in human and community services (63%), and under-represented in engineering/infrastructure (15%) and environment and planning (36%).

Workforce Issues

Workforce Planning

- Only a small proportion of local governments have an established workforce plan (10%), although the majority say they are working towards implementing one (88%). There are a number of significant and immediate challenges facing the sector nationally—including the ageing workforce, skill shortages and training needs—which require workforce planning to address.
- In New South Wales and Western Australia, where workforce plans are mandatory for local government, all local governments responding to the survey have or are developing a plan.
- The foremost workforce planning challenge is the ageing workforce and the high levels of impending retirements (reported by 19% of councils). Other issues relating to the ageing workforce included knowledge management/transfer (11%), difficulties in attracting younger workers to council (10%), and the investment required in new machinery/tools due to the decreasing physical capacity of workforce (10%).
- Challenges relating to skills shortages (reported by 19% of councils), recruitment competition (19%), and competition with city councils (11%) are also key workforce concerns. Identified workforce development challenges relating to human resource management included a lack of workforce planning resources (18%), staff retention (15%), leadership development (15%), and succession planning (10%).
- Research data from the ACELG Survey regarding workforce planning issues facing local governments complement and support the importance of issues identified as strategic priorities in the National Workforce Strategy.

Diversity

- Nationally, 4.6% of local government employees identified as Indigenous in 2011, already exceeding the 2.6% CoAG target set in 2008. By way of comparison, nationally, 3.1% of employees in mining and 2.7% of employees in all public administration (including the three tiers of government) are Indigenous.
- Local governments employ a large number of Aboriginal and Torres Strait Islander people. Whilst local government employees represent only 9% of the total public service workforce in Australia, 22% of all Indigenous public sector workers are employed by local government.
- Across the jurisdictions, the levels of Indigenous employment in local government are varied. In the Northern Territory, over 50% of local government employees are Indigenous, whereas in

South Australia (1.7%) and Victoria (0.6 %), the proportion of Indigenous employees is lower than the CoAG target of 2.6%.

- Aboriginal and Torres Strait Islander local government employees are over-represented in some occupations, including health and welfare support workers; labourers; cleaners and laundry workers; construction and mining labourers; and farm, forestry and garden workers. There are opportunities to create more stable positions and better career opportunities for Indigenous employees, as currently there are few Indigenous people in local government leadership positions.
- According to the ABS 2011 Census, 11% of local government employees speak a language other than English at home. By way of comparison, 24% of all employed persons nationally across all industries speak a language other than English at home. Local government could be doing more to attract culturally and linguistically diverse (CALD) employees.
- The majority of councils (70%) have no plans to implement diversity targets for their workforce. 7% have diversity targets in place, and a further 23% reported they are working towards introducing diversity targets. This is concerning given the generally low levels of employment of people from CALD communities in local government.

Education and Training

- In general, employees of local governments have higher levels of educational attainment than the Australian workforce average, with 65% of men and 70% of women in local government having a post-school qualification, compared to the national average of only 45%.
- Female local government employees hold more university level qualifications (30% of women) than male employees (21% of men).
- Additionally, a larger proportion of women in local government are currently studying full-time (2.8%) or part-time (9.7%) compared to men (full-time 1.7%; part-time 6.4%).
- The Survey results suggest that local governments are spending only a small amount on training (as a proportion of total payroll). In regional and rural councils, the cost of accessing training is a significant issue as travel and accommodation costs eat into already limited training budgets.
- Data suggests that there are relatively few apprentices in local government, particularly in the key occupations that are experiencing skills shortages.
- The occupations identified as most difficult to recruit by the Government Skills Australia 2012 E-scan (engineers, planners, childcare staff, environmental health workers, surveyors and managers), were also found to be positions with the highest number of long-term vacancies in the ACELG Survey.

Turnover and Staff Mobility

- According to the ABS, the turnover for the national workforce was 10.6% in 2012. According to the ACELG Survey, total staff turnover in 2011/2012, amongst the 108 centres for which this calculation was possible, ranged from 0% to 46.5%. The average turnover per centre was 12.7%, although the median was slightly lower at 10.3%.
- There was little difference between the turnover figures for males and females.
- Nearly half (49.1%) of people employed in local government at the ABS 2006 Census were still working in local government at the time of the ABS 2011 Census. A small number (1.5% of 2006 local government employees) had moved into federal government employment; 5.2% had

moved into state/territory government employment; and 26.3% had taken jobs in the private sector.

Key Findings

- **Local government employees are everywhere** – From the city to the bush, local governments are key employers everywhere. A higher proportion of the local government workforce is employed in regional and rural areas compared to other levels of government and important regional and remote employing industries. Given the significance of local government to the Australian regional and rural workforce and the fact that, in many locations, local government is the only level of government present in the area, strengthening the local government sector represents an excellent opportunity to secure and strengthen the economic, environmental and social foundations of rural and regional communities across the breadth of the country.
- **Gender of local government employees** – Local government nationally employs a slightly higher proportion of men than women. However, there are significant jurisdictional differences. There is a need to increase gender diversity in the engineering/infrastructure occupation stream, where females are significantly under-represented with a presence of less than 10%. Providing more flexible employment opportunities in key occupations, attracting, training and retaining skilled female employees, and re-imagining existing relationships with local schools and tertiary institutions may assist in establishing gender equity in the sector.
- **An ageing workforce** – The local government workforce is ageing, and is older compared with other government and industry sectors. Male employees are older than female employees, with a higher proportion of male employees aged 50 years or more. The ageing cohort of CEOs and general managers also suggests local government needs to be thinking about how to develop, attract and retain the next generation of senior leaders.
- **Education levels** – Women working in local government are more highly educated than their male counterparts. When considered in the context of an ageing cohort of CEOs and general managers, this suggests there may be opportunities to address gender imbalance in senior leadership ranks by developing talented mid-level female managers and enabling career progression opportunities.
- **Women as elected representatives** – Only one third of councillors and mayors are women, and an even smaller proportion (11%) of council CEOs/general managers are women. Women accounted for just 32% of candidates at the last round of local government elections. Local government and political organisations have a long way to go before they achieve candidate gender equity. Further research is required to determine what the barriers might be to female political participation in local government.
- **Workforce planning** – The development of workforce plans is more common in jurisdictions where workforce planning is mandatory. The biggest workforce challenge facing local government is an ageing workforce and the high levels of impending retirements. Differences in how local governments with voluntary and mandatory workforce planning respond to the ageing workforce challenge will be a key indicator of the success of workforce planning initiatives.
- **Indigenous employees** – While local government is leading the public and private sectors in Indigenous employment and currently far exceeding CoAG targets, the changes to Community Development Employment Projects (CDEP) and other employment programs has the potential to jeopardise this standing. There are opportunities to create more stable positions and better

career opportunities for local government Indigenous employees, as currently there are few Indigenous people in leadership positions.

- ***Training and development*** – A more strategic approach to training and development focussed on developing in-house talent to step into leadership positions, and on developing the skills of current employees so they are able to move flexibly between occupations experiencing skills shortages would yield positive outcomes.
- ***Vacancies and skill shortages*** – Local government is experiencing skills shortages in areas commonly identified by other sectors and industries. This means that, in areas where local government experiences difficulties in recruiting, it is likely to be in competition with other industries for staff. Local government can learn valuable lessons from human resources strategies in other sectors by differentiating itself as an employer of choice and encouraging and promoting flexible working conditions, career development opportunities, and the chance to contribute to civic life and community wellbeing. The evidence suggests that flexible working conditions and career development is likely to contribute to a more equitable and diverse workforce that better represents the diverse communities served by local governments around the country.



1. Introduction

1. Introduction

1.1 Context

Australia's 556 local governments (DRALGAS 2012) employ over 192,500 staff (ABS 2013a) in a diverse range of roles across the country. Together, they spend nearly \$30.6 billion annually (ABS 2013b).

Local governments across the country are significant local and regional employers, offering employment in a wide range of occupations. As providers of diverse local services and infrastructure, local government plays a key role in shaping local communities and a strong leadership role in contributing to the wellbeing of the nation's citizens. Indeed, in many rural and remote communities, local government is often the primary economic driver and the only level of government providing essential social and community services.

Given the key role played by local government in Australia's inter-governmental system, surprisingly little is known about the sector's national employment profile. The best data available comes from the Australian Bureau of Statistics (ABS) Census of Population and Housing (the ABS Census), but this is only available every five years in line with Census collection dates. Additionally, each Australian state and territory government has tended to collect its own local government data for a range of different purposes. Different data collection approaches and the diverse range of priorities and concerns throughout the jurisdictions have made it impossible to aggregate these data in order to achieve a national profile of the local government workforce. The absence of a national picture has impacted on the capacity of the local government sector to determine current and future workforce needs and priorities. This is in stark contrast to other sectors that have been able to use national data to effectively attract and retain skilled and talented staff, attract funding for skills development and advocacy, and address skill shortages.

The scarcity of easily accessible and accurate data on the composition of the local government workforce presents challenges for building the capacity of the local government workforce and for innovation both across the sector and within local governments. It also limits the ability of local governments to identify opportunities to foster innovation through cross-sectoral and inter-governmental collaborations in regional development. Workforce development and productivity are also key elements in improving local government sustainability and its long-term capacity to deliver required services and infrastructure.

The fragmentation of the local government sector has contributed to this dilemma – the local government sector has tended to present itself as a collection of individual employers spread across six states and the Northern Territory, with an abundance of representative, professional and employee groups all playing a role. This has resulted in the absence of a cohesive and united local government voice, impacting on the sector's success in accessing assistance packages to address skill shortages and the like.

1.2 National Workforce Strategy 2013–20

In 2008, the (then) Local Government and Planning Ministers' Council (LGPMC) and the Prime Minister agreed on the need for a national local government workforce strategy to address skills shortages and enhance the professionalism of local government.

Consequently, a National Workforce Strategy was developed for the Australian Centre of Excellence for Local Government (ACELG) by Local Government Managers Australia (LGMA) National Office – one of ACELG's five consortium partners (LGMA & ACELG 2013). ACELG was requested by the former

LGPMC to develop a complementary National Minimum Data Set covering workforce characteristics and the participation of women in local government.

Funding for both projects was provided by the Australian Government in 2011 through the Local Government Reform Fund. The projects involved extensive consultation with local government organisations; federal, state and Northern Territory (NT) agencies; and other key sector stakeholders.

The Workforce Strategy seeks to address the workforce challenges faced by the sector and to demonstrate the significance of the local government workforce within the Australian economy and society. The Strategy provides the basis for developing workforce capacity and capability to meet the challenges to 2020 and beyond. The report contains eight strategies for workforce retention, attraction and development that can be implemented by local governments according to their particular circumstances and needs.

Eight Strategies and Actions

- Improving workforce planning and development
- Promoting local government as place-based employer of choice
- Retaining and attracting a diverse workforce
- Creating a contemporary workplace
- Investing in skills
- Improving productivity and leveraging technology
- Maximising management and leadership
- Implementation and collaboration (LGMA & ACELG 2013).

The Workforce Strategy recognises that a key element in implementing the strategy will be the development of robust arrangements for local government workforce data collection and analysis; the monitoring of progress towards achieving the agreed national objectives; and further development of supportive programs. As a result, it was agreed with state and NT governments to conduct a survey of the Australian local government workforce in order to provide a national detailed snapshot of the occupations, qualifications, gender distribution, age distribution, Indigenous participation, training, turnover, skill shortages, vacancies and other characteristics of the local government workforce.

1.3 The Australian Local Government Workforce and Employment Survey

In 2012–13, ACELG undertook a Survey of local governments across the country seeking information and data to support the Workforce Strategy and a complementary strategy for women in local government.

The Survey involved extensive consultation with key stakeholders in all jurisdictions, an examination of the data collection methods currently used by local government agencies and associations, and a review of the data collected from these sources and by other organisations, most notably the ABS.

The Survey, in conjunction with data from the 2011 ABS Census, provides a foundation of workforce data that will be used to project and model the sector's future skills and development requirements.

1.4 This Report

This report provides a summary of key local government workforce data and identifies the most significant challenges and opportunities for local government to inform the future development of the Australian local government workforce. Data about the status of the national local government workforce have been drawn from the Survey, the ABS, and other sources such as existing state and territory based workforce surveys (NSW DLG 2010; LGAQ 2010).

Data from the ABS 2011 Census account for over 156,000 persons, or about 80% of the 192,500-strong local government workforce estimated by the June 2011 ABS Employment and Earnings, Public Sector Survey. The Census data have been derived using the Employed Persons, Place of Work database and Public/Private Employer Indicator (GNGP) -3 (Local Government) within TableBuilder Pro.

This Report should be read in conjunction with the National Workforce Strategy.



2. Profile of the local government workforce

2. Profile of the local government workforce

2.1 Local government employees

The nearly 200,000 employees of local government work throughout Australia – within cities, regions, and through to the most remote parts of the country. In regional and rural Australia, local government is a significant employer both in absolute terms and in comparison to other sectors. Whilst employees of local government nationally are evenly split between men and women, there are large differences in gender distribution across states and occupation streams, reflecting the different roles local governments play across diverse communities, and due to entrenched gender roles in some occupations.

The local government workforce is ageing and is, on average, older than the national all-industries Australian workforce. However, male local government employees are disproportionately older than female local government employees.

Although the majority of council employees are employed on a full-time basis nationally, there are again striking differences in the distribution of part-time and full-time workers by jurisdiction and gender. This is because of variations in local government activities in different jurisdictions, and the gender composition of key industries such as health care/early childhood education (employing more women) and engineering/building roles (employing proportionally more men).

The employees of local government in Australia are described in more detail in Sections 2.1.1–2.1.5 below.

2.1.1 Total employment

The ABS estimated that the total local government workforce was 192,500 in 2013 (ABS 2013a). The councils that responded to the Survey employ 67,291 staff, or approximately 29% of the total national workforce.

2.1.2 Local government employment compared to other industry sectors

Local government employees are everywhere around Australia, and in particular local governments are key employers in regional and remote areas. A higher proportion of the local government workforce is employed in regional and rural areas compared to state, federal and Northern Territory governments, as well as important regional and remote employment industries (LGMA & ACELG 2013).¹ Local governments are therefore important employers in rural and regional areas and the economic strength of these regions is increased by the capacity of local governments. Not only is the national local government workforce significant in numerical terms compared with other levels of government and other sectors, it also offers a range of high quality jobs and long term career opportunities across Australia. Employment in a regional or rural local government has the potential to offer significant flow on effects: it offers opportunities for on-going training and career path development; it will keep a family in the area and a part of the community; and it presents opportunities to attract health, education, transport and community services and infrastructure to the local area.

Figure 1 (ABS 2011) shows that, in comparison with other industries, only agriculture and mining have a higher proportion of their workforce employed in rural areas. Although health care, social assistance and education are important employing industries in regional and rural areas, employment in these sectors is more concentrated in urban centres compared to local government.

¹ Calculated by ACELG utilising Australian Bureau of Statistics 2011 Census of Population and Housing – see ABS (2011).

The local government sector would do well to promote the important role it plays in regional development and in shaping local communities through the presence of its workforce in regional Australia.

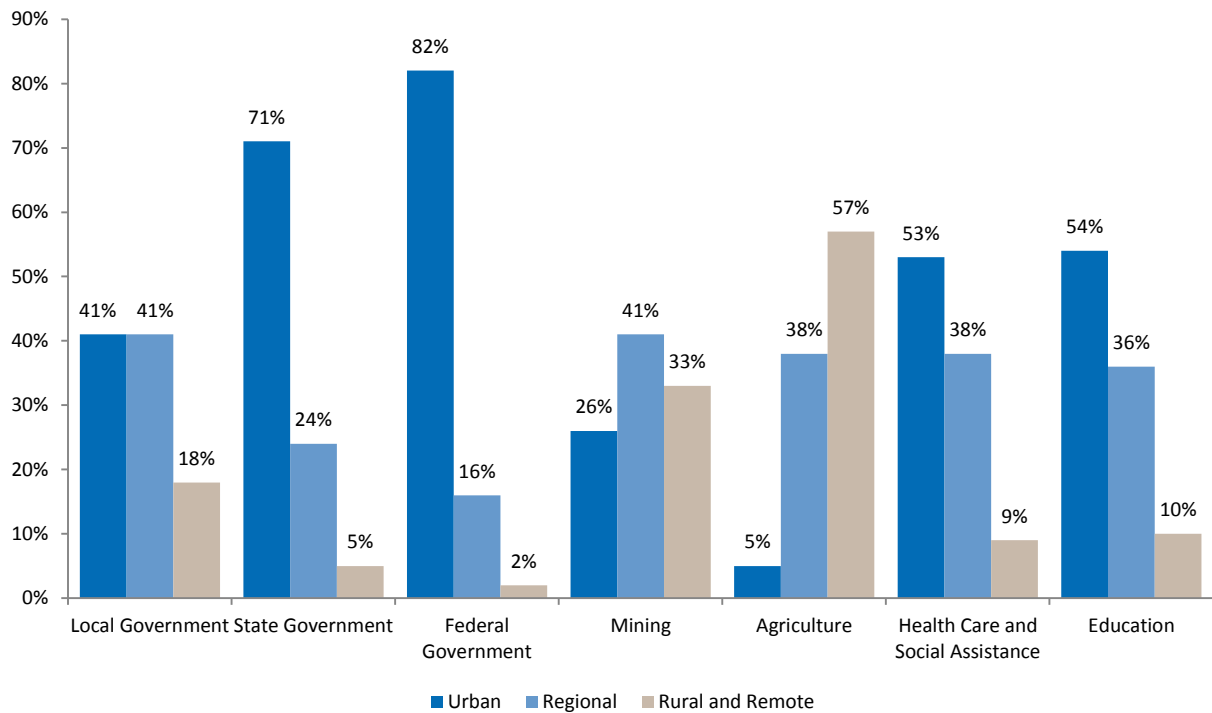


Figure 1: Key industry workforce distribution by urban, regional and rural areas

On average, five per cent of the workforce in each local government area (LGA) is employed by local government. In regional and rural LGAs, local government is an even more significant employer. Over 60 regional and rural councils across the country employ at least 10% of the local workforce. In 25 regional and rural LGAs, local governments employ more than 20% of the workforce. In seven LGAs, over half the workforce is employed by local governments. In addition to its other functions, local government is playing a major role as an employer in these areas. In fact, in 17 regional and rural communities, local government is the largest employing industry sector (ABS 2011).

Given the high presence of local government in regional and rural Australia, and the fact that in many locations local government is the only level of government present in the area, local government's mantra should be: *strengthen the regions by strengthening local government*.

2.1.3 Gender of employees in local government

Of the surveyed councils, 53% of employees were female and 47% were male. ABS Census data report 54% of local government employees being male and 46% of being female which is almost exactly the opposite proportions (ABS 2011). The difference in results between the two data sources could be a result of the survey data not being representative by state or council type (as illustrated in Table 12 and Table 13 in Appendix E), and error resulting from low levels of item response to questions in this part of the survey (see note at Appendix B).

Local government employment by gender differs between states. For example, in Victoria, 61% of local government employees are women compared to 39% in Queensland. These differences are

largely due to local governments in these two jurisdictions employing workers across a different range of occupations according to their strategic priorities and legislative requirements, and because there are some occupations in which either men or women are over-represented. Local governments in Victoria, for example, have a high level of expenditure on early childhood education (as operators of 30% of publicly funded child care facilities in the state (MAV & CCC 2005), social security, and welfare compared to other states (Dollery, Kortt & Grant 2013, p. 54). The largely female workforce within these service industries contributes to Victoria's higher than average percentage of women in the workforce. Local governments in the Northern Territory, Queensland, Tasmania and New South Wales employ a higher proportion of men (above the national average), which can in part be explained by higher spending on transport, mining, manufacturing, construction and housing (Dollery, Kortt & Grant 2013, p. 54). Table 1 below shows the variation between Survey and ABS Census employment data (ABS 2011) by gender across the jurisdictions.

Table 1: Employment by gender, breakdown by jurisdiction

State	ACELG Survey		ABS Census	
	% male	% female	% male	% female
NSW	52.6%	47.4%	60.2%	39.8%
WA	47.9%	52.1%	51.3%	48.7%
Victoria	37.3%	62.7%	39.1%	60.9%
Northern Territory	61.1%	38.9%	56.1%	43.9%
Queensland	61.0%	39.0%	60.8%	39.2%
South Australia	53.5%	46.5%	55.6%	44.4%
Tasmania	52.2%	47.8%	59.2%	40.8%

Following consultations with key local government stakeholders, ACELG has divided local government occupations into four streams, as follows:

- **Corporate services/governance:** includes finance, customer service, IT, councillor support, strategy and policy, community engagement, communications, contracts, procurement
- **Engineering/infrastructure:** includes traffic, engineering and technical services, roads, waste, design and architecture etc.
- **Human/community services:** includes human resources, community development, organisational performance, libraries, child care, recreation – including pools etc.
- **Planning and environment:** includes strategic planning, land use, regulatory services including rangers, parking officers etc., development, town planners, natural resource management, environment and sustainability.

The difference in the number of men and women employed in local government according to the occupation streams in which they are employed can be clearly seen in Figure 2 (ABS 2011) below. Men predominate in engineering/infrastructure (90% of employees) and planning/environment

occupations (76% of employees), whilst women are more likely than men to be in corporate services/governance (65% of employees) and human/community services (78% of employees).

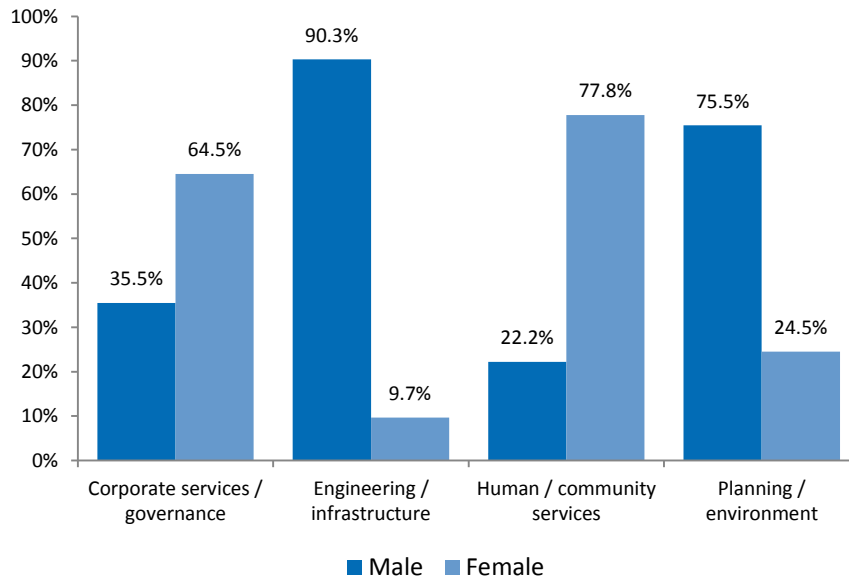


Figure 2: Occupation streams of local government employees by gender

These data demonstrates that there are tremendous opportunities to increase gender diversity in the engineering/infrastructure stream, where females are significantly under-represented with a presence of less than 10%. Engineering in local government offers good career prospects for female engineers. ACELG is aware that the Institute of Public Works Engineering Australia (IPWEA) is keen to address this imbalance, and ACELG and IPWEA are developing programs directed towards attracting more females into the engineering/infrastructure stream.

2.1.4 An ageing workforce

The local government workforce is ageing and, on average, is older compared with other government and industry sectors. As a large number of workers approach retirement at the same time, there are implications for local government in the areas of knowledge retention, recruitment, and replacement. According to the ABS Census, 37% of the local government workforce is aged 50 years or over, compared to the Australian labour force average of 29%. Correspondingly, the proportion of local government employees aged less than 35 years is much lower than for the Australian average. This suggests there is room for local government to be doing more to attract younger people to join its workforce. Figure 3 below compares across the ACELG Survey and ABS Census (2011) the proportion of the local government workforce in each age group (according to both the Survey and ABS Census) to the all-industry average workforce age distribution.

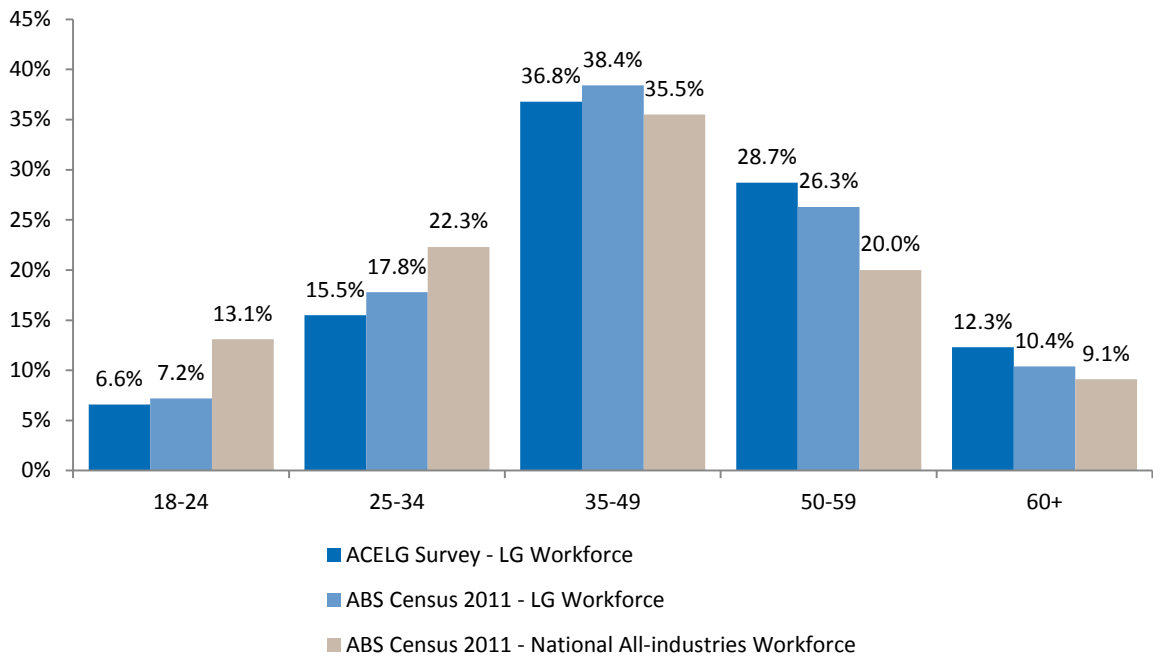


Figure 3: ACELG Survey and ABS Census local government workforce by age

The ageing profile for local government workers is not the same for men and women. On average, male employees are older than female employees. ABS Census data (ABS 2011) show 41% of the men working in local government are aged 50 years or more compared to just 32% of women. Results from the Survey also reflect the disproportionately high amount of men aged 50 years and over, with the proportion of male and female local government employees by age illustrated in Figure 4 below.

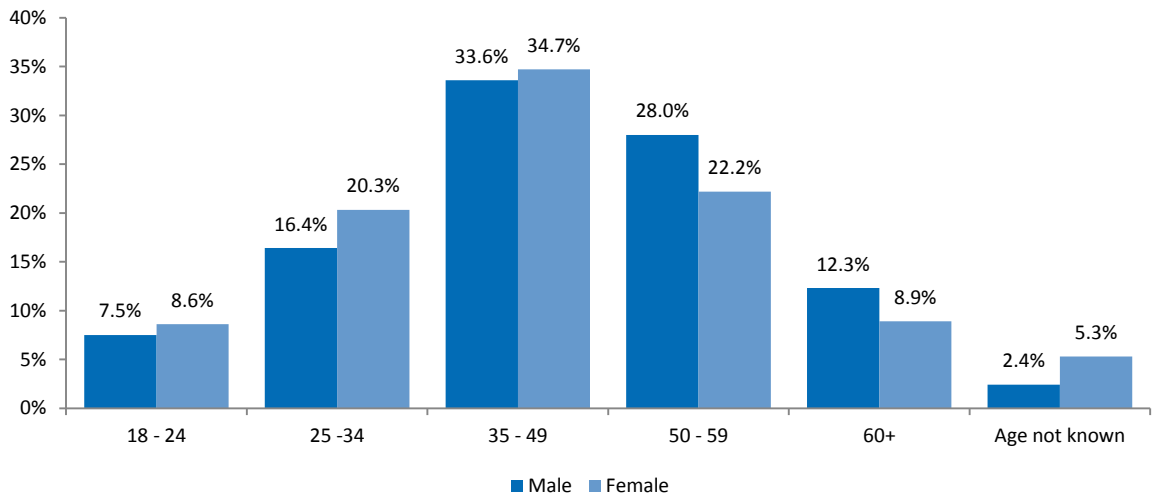


Figure 4: Proportion of male and female local government employees by age

The ageing workforce is also unevenly distributed across the range of occupations represented in the local government workforce. Table 2 shows the occupations in local government with the highest and lowest numbers of employees aged 50 years or over as reported in the ACELG Survey. A high proportion of employees aged 50 years or more are labourers/plant operators and works/infrastructure managers. These positions involve manual labour and a certain level of fitness

to perform the physical aspects of the job. As this cohort of workers ages, it may impact on their ability to continue to perform these functions at the same level, with some perhaps requiring redeployment and retraining. The ageing cohort of CEO/general manager also suggests that local government needs to be thinking about how to attract, retain and develop the next generation of highly skilled senior leaders.

Table 2: Local government employees aged 50 years or more by occupation

Occupations with the <i>highest</i> proportion of employees aged 50 years or more	Occupations with the <i>lowest</i> proportion of employees aged 50 years or more
<ul style="list-style-type: none"> • CEO/general manager • Labourers/plant operators • Community transport operators/bus drivers • Home and community care/child care/community services • Works/infrastructure managers • Finance/payroll. 	<ul style="list-style-type: none"> • Communications/media • Urban planners/environment • Community engagement • Lifeguards/fitness instructors/pool attendants • IT/GIS • Greenkeepers • Arts/culture.

Table 3 below shows the 25 occupations with the highest proportion of workers aged 50 years and over according to the ABS 2011 Census data. Generally, these roles are in health care services, hospitality, labouring, and machine operating areas. Again, the comments about the implications of ageing workers in the labouring and CEO/general manager occupations apply here.

Table 3: Twenty-five occupations with highest proportion of workers aged 50+

ABS Census Occupation:	% aged 50+
Miscellaneous Labourers	73.0
Legislators	70.1
Caretakers	68.7
Diversional Therapists	65.7
Bus and Coach Drivers	59.0
Registered Nurses	58.4
Delivery Drivers	58.1
Chief Executives and Managing Directors	57.9
Road and Rail Drivers	57.5
Carers and Aides	56.4
Aged and Disabled Carers	56.3
Agricultural, Forestry and Horticultural Plant Operators	56.0

ABS Census Occupation:	% aged 50+
Nursing Support and Personal Care Workers	55.7
Truck Drivers	54.5
Storepersons	54.1
General Managers	53.9
Commercial Cleaners	53.5
Other Mobile Plant Operators	53.0
Cleaners and Laundry Workers	52.4
Earthmoving Plant Operators	52.3
Kitchenhands	51.8
Handypersons	51.6
Gallery, Museum and Tour Guides	51.5
Other Building and Engineering Technicians	51.5
Transport Services Managers	50.0

Table 4 (ABS 2011) below outlines the 25 occupations with the lowest proportion of workers aged 50+. Generally, these are corporate services (communications and IT), planning and environment, and arts, culture and recreation related occupations.

Table 4: Twenty-five occupations with lowest proportion of workers aged 50+

ABS Census Occupation	% aged 50+
Graphic and Web Designers, and Illustrators	10.3
Sportspersons	10.4
Performing Arts Technicians	11.6
Sports Coaches, Instructors and Officials	13.5
Public Relations Professionals	13.8
Environmental Scientists	16.9
Fitness Instructors	17.8
Urban and Regional Planners	17.8

ABS Census Occupation	% aged 50+
Computer Network Professionals	18.0
Advertising and Marketing Professionals	18.0
ICT Support Technicians	18.3
ICT Professionals not further defined	19.0
Human Resource Professionals	19.0
Conference and Event Organisers	20.6
Software and Applications Programmers	20.8
Architects and Landscape Architects	21.0
Electrical Distribution Trades Workers	21.3
Education Advisers and Reviewers	21.8
Database and Systems Administrators, and ICT Security Specialists	22.6
Early Childhood (Pre-primary School) Teachers	23.2
Electricians	24.4
Greenkeepers	24.6
Amusement, Fitness and Sports Centre Managers	24.9
Other Health Diagnostic and Promotion Professionals	25.0
Intelligence and Policy Analysts	25.0

A table showing all occupations by age of employee, based on the ACELG Survey data can be found at Appendix B.

2.1.5 Basis of employment

Councils were asked in the Survey to nominate how many of their employees work full-time, part-time and casual. Nationally, more than half (57%) of all employees are full-time, a quarter (24%) are part-time, and around a fifth (19%) are casual (Figure 5 – ACELG Survey).

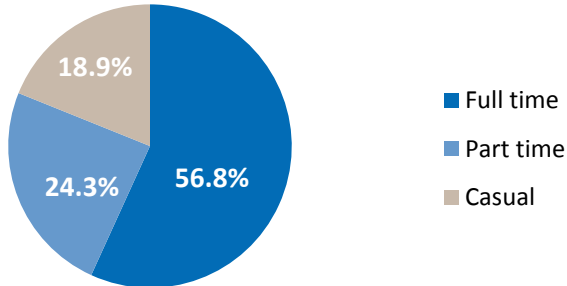


Figure 5: ACELG Survey local government workforce by employment status

Data from the ABS 2011 Census indicate that the proportion of full-time employees is higher than indicated in the ACELG Survey, at close to 70%. However, differences in how Census employment data are collected, in terms of employment status categories and definitions, means the ACELG survey data are not directly comparable. The number of casual local government employees cannot be obtained from ABS Census data. Figure 6 (ABS 2011) shows the proportion of local government employees working full time, part time or away from work on the day of the Census in 2011.

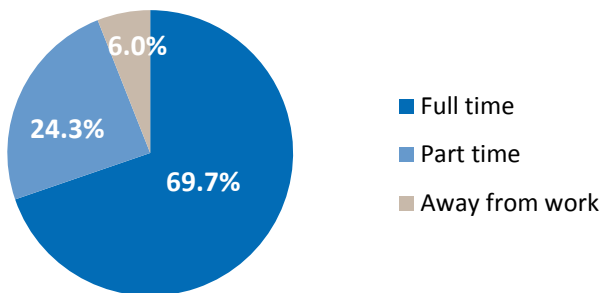


Figure 6: ABS Census local government workforce by employment status

Figure 7 (ABS 2011) below shows how the employment status of the local government workforce compares to other industries and the all-industry average.

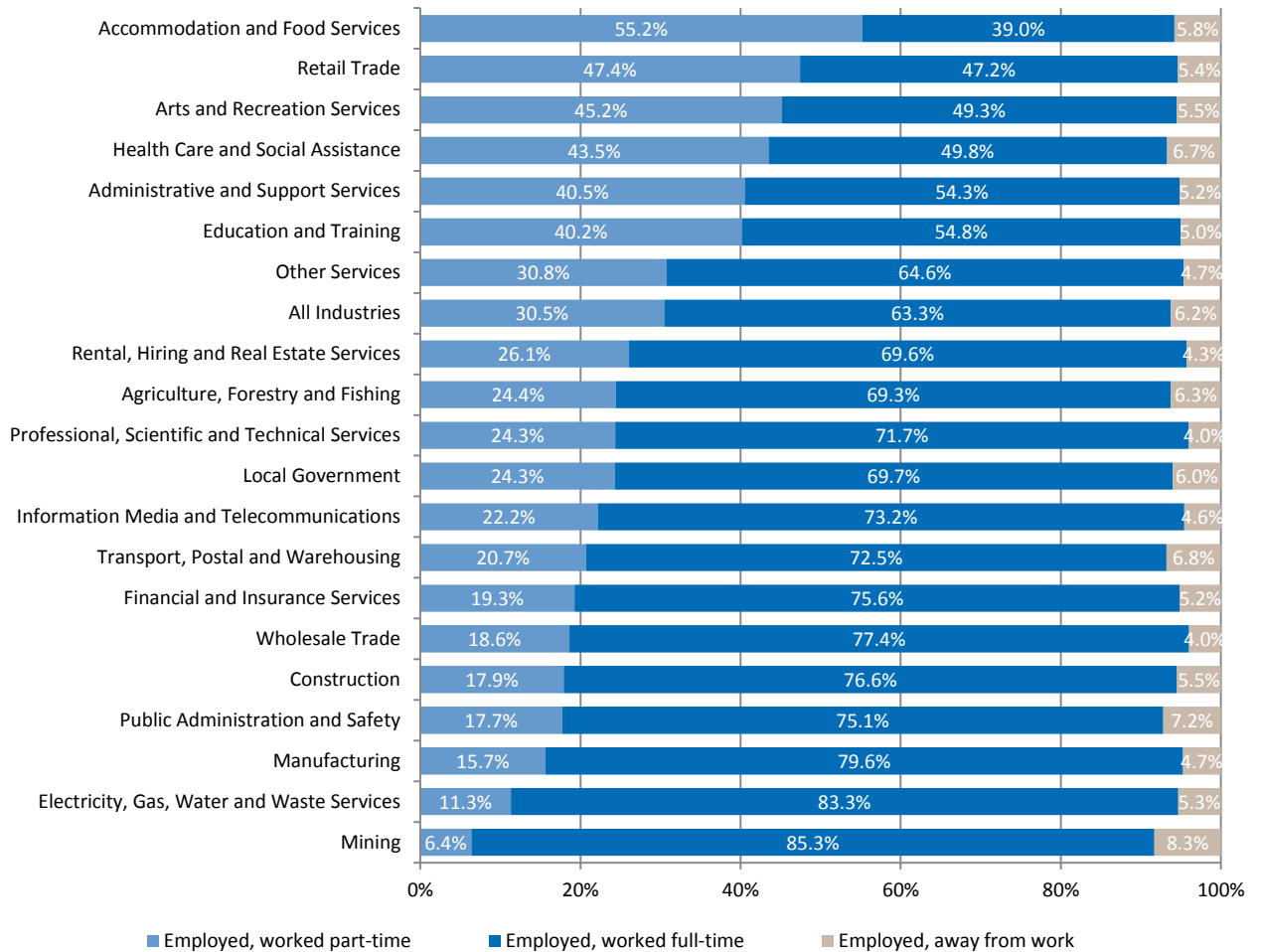


Figure 7: Employment status of local government employees compared to other industries

Nearly 40% of female employees in local government are employed part time, compared to 11% of male employees. Correspondingly, 83% of men are working full time compared to 54% of women. Figure 8 (ABS 2011) shows the employment statuses for local government employees by gender.

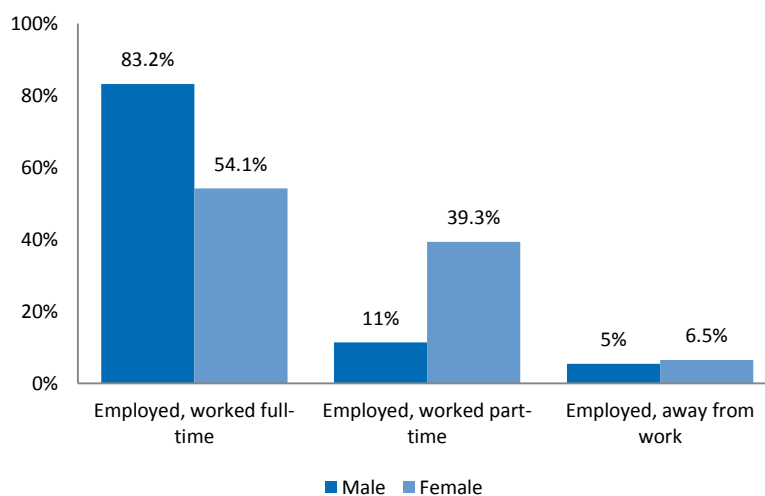


Figure 8: Employment status of local government employees by gender

There may be an argument for increasing the number of flexible work arrangements, including access to part-time work, as part of a strategy to attract and maintain women in the local government workforce at higher management levels (see Section 2.2). Currently, local government levels of part-time employment amongst female employees is close to the industry average as can be seen in Figure 9 (ABS 2011) below.

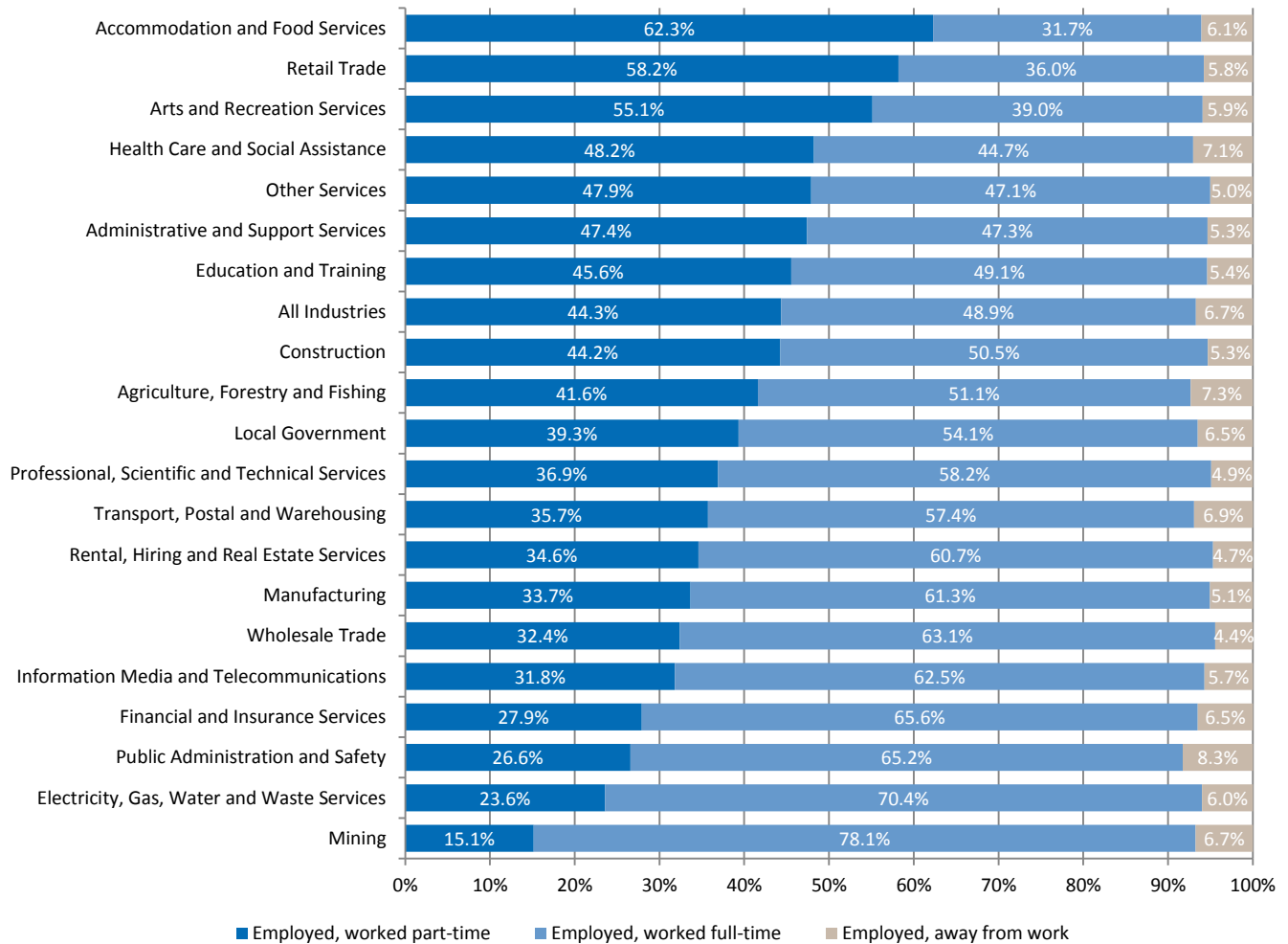


Figure 9: Employment status of women in local government and all industries

The pattern of hours worked by local government employees varies by state and territory. In part this is because of the gender composition of the workforce. Victoria, with its larger female workforce (61%), has a higher proportion of employees working part-time. Queensland and New South Wales (where 60% of the local government workforce are male), have a very low proportion working part-time. The differences between jurisdictions, in terms of the range hours worked by their employees, can be seen in Figure 10 (ABS 2011) below. The high percentage of part-time workers in the Northern Territory is due to the high proportion of staff employed under employment schemes.

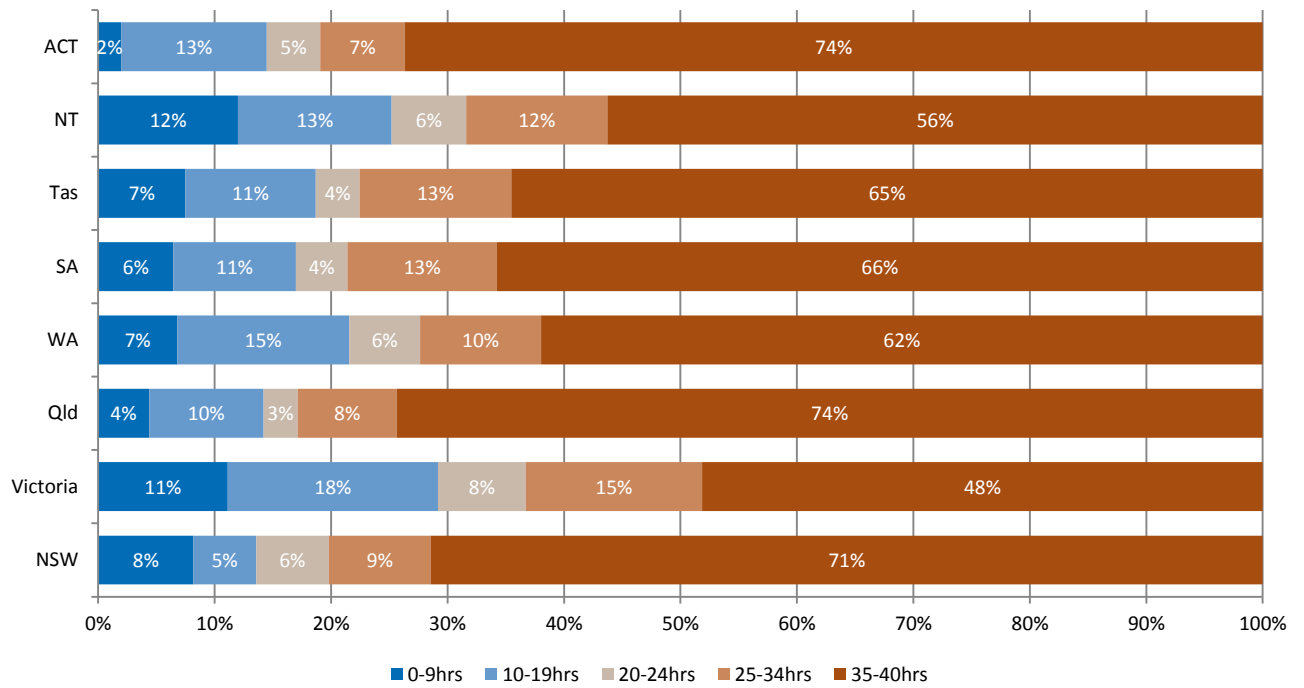


Figure 10: ABS Census employee hours by jurisdiction

2.2 Women in Local Government

According to the ACELG Survey approximately one third of all councillors and mayors are women. An even smaller proportion of council CEOs are women (11%). The proportion of women in management positions increases as the managerial level falls, with large differences according to the occupation stream in which they are working. In occupations with a traditionally higher concentration of women, there are more women in management.

2.2.1 Women as elected representatives

At the last round of local government elections, there were 10,183 candidates competing for 3,944 councillor positions nationally (NSW Electoral Commission 2012).² Women accounted for just 32% of all candidates and were elected to 30% of all councillor positions. This very low figure demonstrates that there remain barriers to female political participation in local government, and that the sector needs to develop more effective strategies for achieving candidate gender equity. Further research is required to determine why fewer women are putting themselves forward for election in order to develop strategies to make local government more attractive to prospective female candidates. Figure 11 (NSW Electoral Commission 2012) below shows the differences in gender distribution of elected members by state.

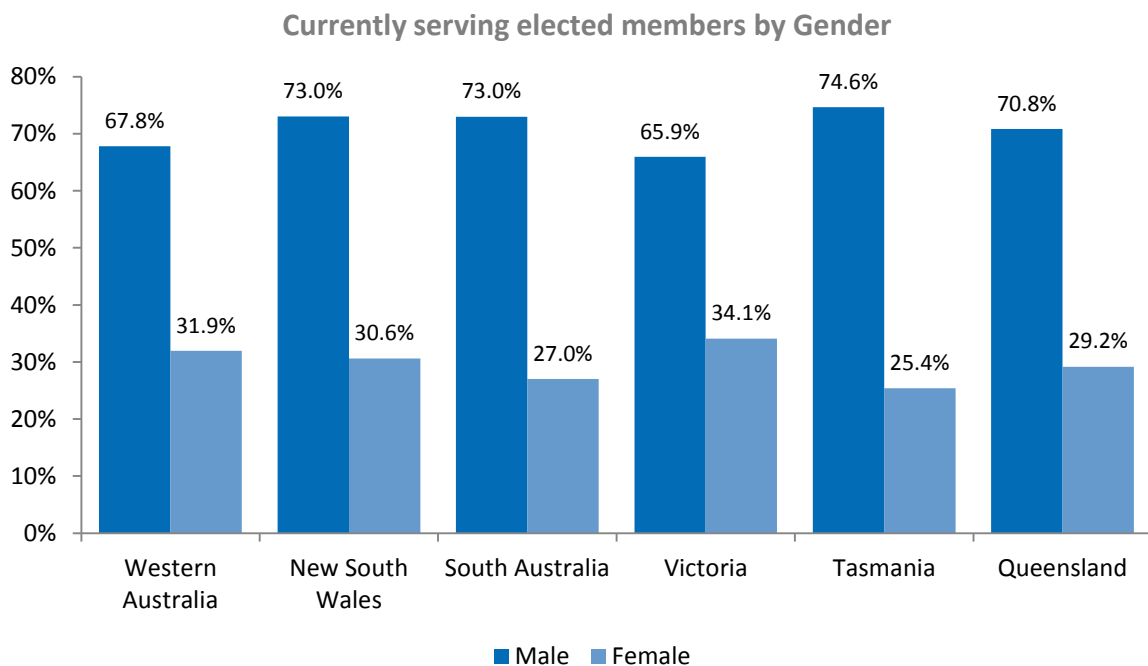


Figure 11: Currently serving elected members by gender

Nationally, 24% of all mayoral candidates were women, with 23% elected to mayoral positions. Women do quite well if they stand, with the data suggesting that if more women put themselves up for election for mayoral positions there would be a commensurate increase in the proportion of female mayors.

² 2014 ACELG analysis based on State Electoral Commission data for the most recent local government election in each jurisdiction.

2.2.2 Women in Management

In the ACELG Survey, councils were asked if their current CEO is male or female. Of the 110 councils answering this question, 89% had male CEOs and 11% a female CEO.

Councils were also asked to nominate the number of male and female employees at each of the following levels of management:

- Level 2 - Directors/senior executive (report to CEO and have managers/team leaders report to them)
- Level 3 - Senior Managers/Managers (Report to Level 2 and AND have Level 4 report to them)
- Level 4 - Coordinators/Line managers/Team leaders (Report to Level 3 OR 2 AND have staff report to them)

Three quarters (75%) of local government directors, CEOs and managing directors are male and only 25% are female. The proportion of women in leadership roles increases for managers (33%) and coordinators (43%) as can be seen in Figure 12 (ACLEG Survey).

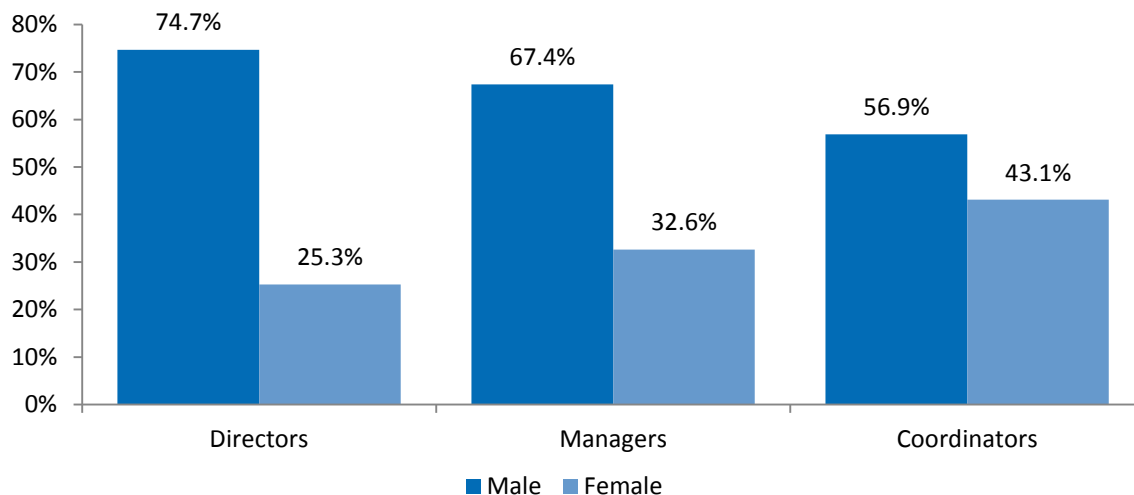


Figure 12: ACELG Survey managerial level occupation by gender (n=110 councils)

The number of women in management positions varies according to the occupation stream in which they are working. The Survey found that, women in all leadership roles are over-represented in human and community services (63%), and under-represented in engineering/infrastructure (15%) and planning/environment (36%) (Figure 13). This suggests that there is a case for local government to address gender equity in these workforce streams.

ACELG recently commissioned research in Western Australia which examined aspects of leadership in local government, including factors affecting the recruitment of CEOs (Hutchinson, Walker & McKenzie 2014). The research found that, when recruiting a CEO, mayors look for someone with extensive experience at a similar level in another local government, with a technical background in financing and legislation. As mayors are looking for someone with lengthy experience in a similar role, they are recruiting from the same pool of older men. Given that younger people, women, Indigenous people, and people with culturally and linguistically diverse backgrounds are under-represented in leadership positions and therefore not part of the recruitment pool, the process perpetually retains the status quo.

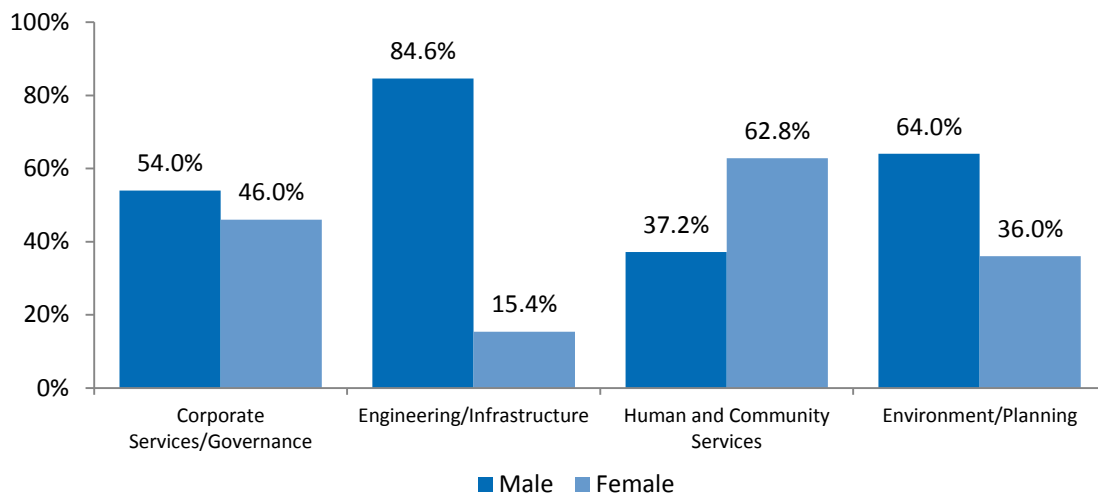


Figure 13: ACELG Survey managerial level by gender in four occupation streams (n=110 councils)

Although the local government workforce is ageing, there are opportunities over the next five to ten years to support local government to lead the public sector with respect to providing quality employment opportunities for women. As discussed in more detail in Section 3.3.1, there are a high number of highly educated women currently in middle management. As the more senior male cohort approaches retirement age, career progression opportunities will likely open up for women to move into senior management roles in local government if they are supported with continued flexible work opportunities and if councils are encouraged to recruit capable women who might not already be in similar roles. The prominence of female employees in key local government service provision occupations (Figure 14 – ACELG Survey) coupled with the sector’s expanding service delivery role underscore the important contribution of women to essential local government services.

2.2.3 What women in local government are doing

The occupations in local government with the highest proportions of women working in them can be seen in Figure 14 (ABS 2011) below.

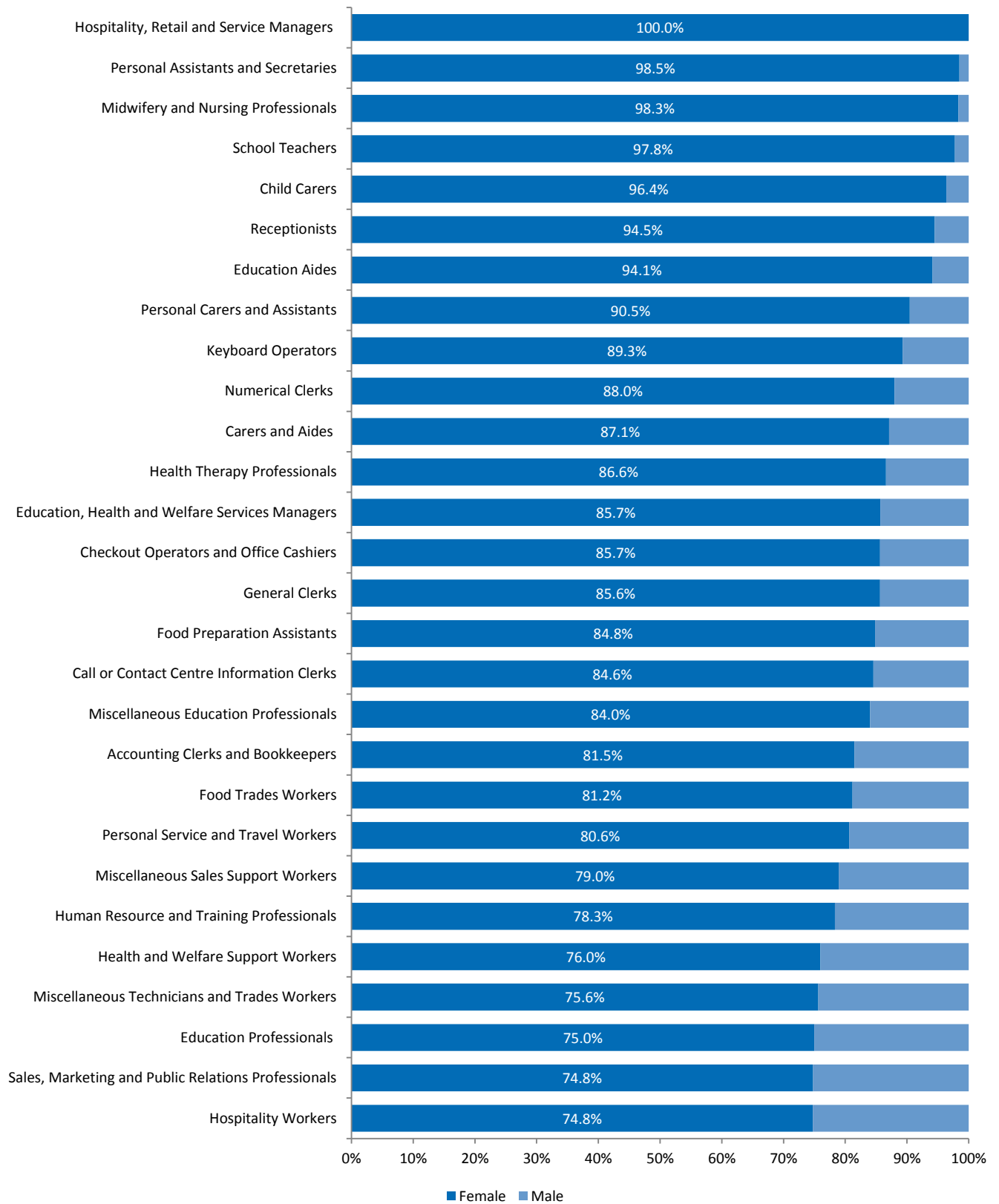


Figure 14: Occupations in local government with the highest proportions of women employed



3. Workforce issues



3. Workforce issues

Only a small proportion of local governments have an established workforce plan, although the majority say they are working towards implementing one. There are a number of significant and immediate challenges facing the sector nationally—including the ageing workforce, skill shortages and training needs—which require workforce planning to address. Many councils responding to the Survey identified limited human resource and workforce planning resources, and a lack of skills audits as barriers to developing their workforce strategically. The need for strengthened capacity and action on workforce planning and development has been recognised in the National Workforce Strategy.

3.1 Workforce planning

In the ACELG Survey, collectively a quarter of local governments reported either having an established workforce plan (10%) or being in the process of implementing one (17%), while the majority of local governments (61%) reported that they were developing a plan. The remaining 12% reported that they have no current plan to develop a workforce strategy (Table 5 – ACELG Survey).

Table 5: ACELG Survey workforce planning status (n=107 councils)

Which of the following best describes your council's workforce planning status?	%
Have an established workforce plan which is in place throughout the council.	10.0
Have developed and are implementing our work force plan	17.3
Have substantially completed a workforce plan	14.5
Have commenced work on a workforce plan	46.4
Not planning to do a workforce plan at present	11.8

In New South Wales and Western Australia, where workforce plans are mandatory for local government, all local governments responding to the Survey have or are developing a plan. The requirement for a workforce plan was introduced earlier in New South Wales (2009) compared to Western Australia (2013), and consequently, workforce planning is more developed in New South Wales. Currently 68% of local governments in New South Wales have established or are implementing a workforce plan, compared with the national average of 17%. This can be seen in Figure 15 below (ACELG Survey).

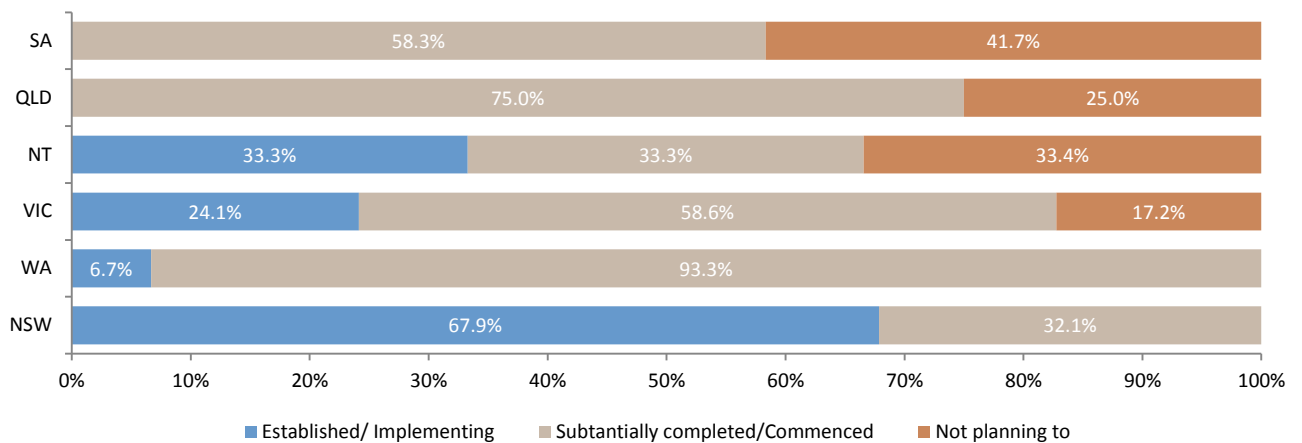


Figure 15: ACELG Survey workforce planning status by jurisdiction (n=106 councils)³

In the Survey councils were asked to describe, in their own words, what they considered to be the top three challenges they face in workforce development. These responses were thematically coded and are initially reported quantitatively.

The foremost challenge is the ageing workforce and the high levels of impending retirements (19%). Other issues relating to the ageing workforce included knowledge management/transfer (11%), the difficulty in attracting younger workers to council (10%), and the investment required in new machinery/tools due to the decreasing physical capacity of workforce (10%). Challenges relating to skills shortages (19%), recruitment competition (19%), and competition with city councils (11%) are also key concerns. Identified challenges to workforce development relating to human resource management included a lack of workforce planning resources (18%), staff retention (15%), leadership development (15%), and succession planning (10%). Figure 16 (ACELG Survey) shows the proportion of local governments that nominated each issue.

³ Note: Tasmania has not been included in Figure 15 because of an insufficient number of responses.

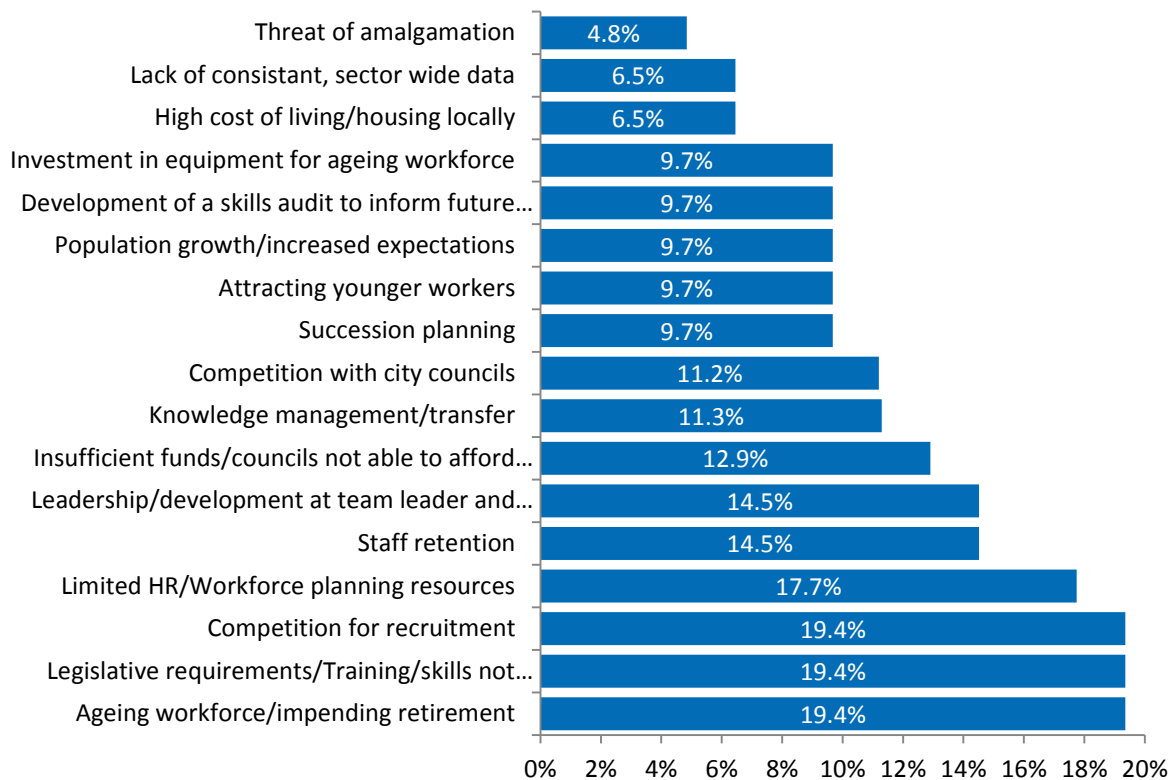


Figure 16: What does your organisation consider as the 'biggest challenge' facing your council in workforce development over the next 12 months (n=62 councils; Multiple answers possible).

Nearly one in five councils mentioned "legislative requirements/training/skills not available" as an issue. Local governments may not always be able to access the skills and qualifications needed for specific roles, either because training is not available locally (for regional and rural councils) or, more broadly, because state legislation requires qualifications which are no longer available or not transferrable from other jurisdictions. This seems to be a problem in Victoria particularly, where:

"the level of qualification required to be the Municipal Building Surveyor under the Victorian Building Act precludes many possible candidates and the need to register and be qualified by the Victorian Building commission prevents the easy transfer of most inter-state applications"

Western Australia seems to have a similar issue with qualified Environmental Health Officers, with one survey response noting that "WA no longer offers this specialist training".

Responses indicating limited resources for human resources/workforce planning (18%) and a lack of organisational capacity to conduct skills audits to inform future training needs (10%) suggest that councils are struggling to resource critical internal workforce planning and systems.

"If additional finances are invested in workforce development, budget cuts must occur in other areas of the business. Equally, the need to limit FTEs reduces council's ability to place sufficient emphasis on coaching, mentoring and on the job training"

Staff retention was mentioned by 15% of councils responding to this question, and there is clearly an issue around competition for skilled and semi-skilled staff in some areas, as noted by one respondent:

“Retention of staff with semi-professional skill levels [is a challenge] as opportunities at mine sites and support industries continue to offer competitive remuneration packages”

However, other factors can come into play as well, particularly in regional areas:

“Job shedding by the... government sees partners and family members forced to seek work interstate”

Leadership was another issue mentioned by one in six councils – specifically the need to develop leadership skills in staff at all levels:

“Leadership, building effective leadership training into our organisation at all levels”

“Building leadership skills with coaching and mentoring programs”

“Leadership development of 3rd and 4th level managers and supervisors”

Other factors mentioned included the threat of amalgamations, the high cost of living/housing in rural and remote areas, and competition for staff with metropolitan councils. There is also the need not just to attract staff, but to get the right person for the job:

“As our shire is considered a hyper-growth council, it just does not need to attract professional staff per se, but professionals who can help transform the shire into a modern and professional metropolitan council.”

Of note here, is the predominance of issues that have been identified as strategic priorities in the National Workforce Strategy.

3.2 Diversity

Strategy three in the National Workforce Strategy has the objective of retaining and attracting a diverse workforce that reflects the demographics of local communities. In order to strengthen the data available and provide a baseline, councils were asked a number of questions designed to measure the extent to which diversity targets are being set across the local government workforce and benchmark the rate at which those targets are being met. However, diversity data was poorly reported by councils in the survey, presumably because they do not have in place an administrative mechanism to collect data about employee attributes.

First, councils were asked, for each diversity category – that is, Indigenous, disability, and culturally and linguistically diverse (CALD) – to nominate how many employees they currently have by gender, and whether they are full-time, part-time or casual. Although 110 councils completed these questions, anecdotal feedback suggests that respondents who were not sure of the number of employees in each category simply answered ‘zero’. Additionally, the total staff figures reported at this question are considerably lower than reported at a previous question (Section 2.1.1), suggesting additional problems with the validity of these data. Therefore, the Survey data on these diversity groups have not been reported for Indigenous and CALD employees, but instead, the ABS 2011 Census data has been used. In the case of disability, the Survey results have been reported as comparable data from the ABS 2011 Census are not available. Caution should therefore be exercised when reviewing the disability data provided in this report.

3.2.1 Indigenous

In 2008, the Council of Australian Governments (CoAG) agreed on six targets to address the disadvantage faced by Indigenous Australians in life expectancy, child mortality, education and

employment (CoAG 2013). As part of this agenda, the federal and all state and territory governments (except Tasmania) committed to increasing Indigenous employment in the public sector to 2.6% by 2015 (APSC 2013). Nationally, 4.6% of local government employees identified as Indigenous in 2011, already exceeding the 2.6% CoAG target.

The public sector is an important employer of Indigenous people, employing 12.5% of Indigenous workers nationally, making it the second largest industry employer of Aboriginal and Torres Strait Islanders after health care and social assistance (14.6%). Other important industries employing Indigenous people include education and training (9%), construction (8%) and mining (3.6%) (ABS 2011).

Local governments employ a large number of Aboriginal and Torres Strait Islander people. Whilst local government employees represent only 9% of the total public service workforce in Australia, 22% of all Indigenous public sector workers are employed by local government (ABS 2011). Local government employs a higher proportion of Aboriginal and Torres Strait Islander people than federal government (1.6%) and state/territory governments (1.9%) (ABS 2011). By way of comparison, nationally, 3.1% of employees in mining and 2.7% of employees in all public administration (including the three tiers of government) are Indigenous (ABS 2011).

The story of Indigenous employment in local government is more complex at the jurisdictional level. In the Northern Territory, over 50% of local government employees are Indigenous. In South Australia (1.7%) and Victoria (0.6%) the proportion of Indigenous employees is lower than the CoAG target of 2.6%. The Northern Territory and Queensland employ a larger proportion of Aboriginal and Torres Strait Islander workers than in their population as a whole. Figure 17 (ABS 2011) shows a comparison of the proportion of employees in local government identifying as Indigenous to the proportion of the total Indigenous population in each state and the Northern Territory.

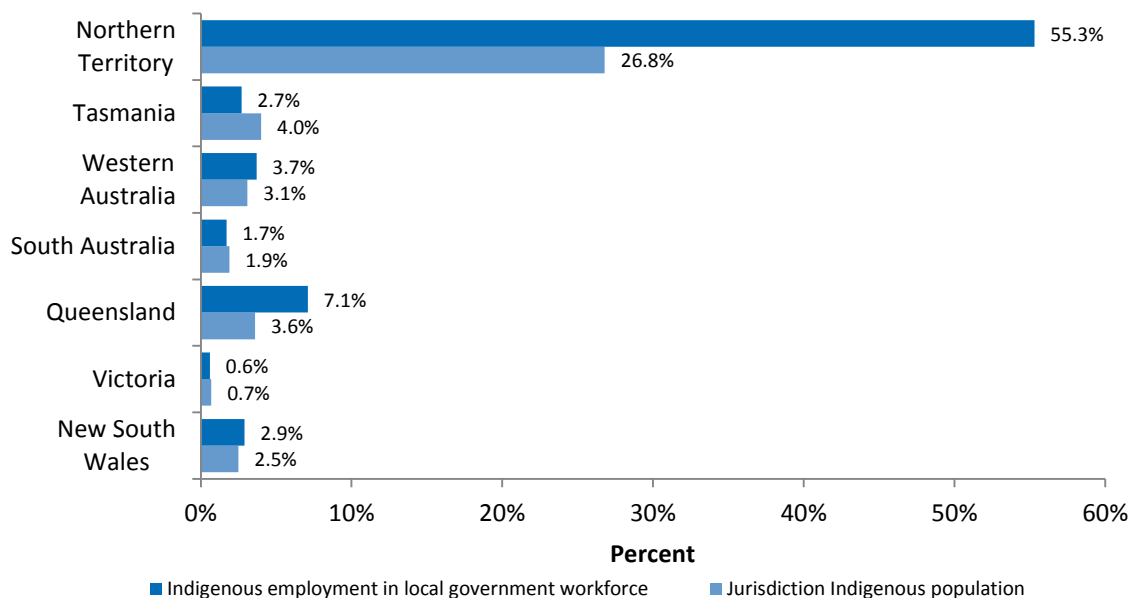


Figure 17: Proportion of local government Indigenous employees and Indigenous adult population by jurisdiction

In the Census year 2011, around 20% of the Indigenous local government workforce were employed under Community Development Employment Projects (CDEP) which are subsidised by the federal government and subjected to frequent review and policy change, making them a less secure and sustainable form of employment. Indigenous persons employed under CDEP are particularly

concentrated in the Northern Territory (36% of Indigenous local government employees) and Western Australia (35% of Indigenous local government employees).

Across Australia, almost two thirds of Indigenous employees in local government are men, and Indigenous men are much more likely to be employed full-time than Indigenous women. As with the overall local government workforce, the balance of male to female Indigenous workers also varies by jurisdiction. For example, in Victoria almost 60% of the Indigenous workforce is female, whilst in Queensland this figure is much lower at around 34%. Figure 18 (ABS 2011) shows the proportion of male and female Indigenous employees working full time and part time in the states and Northern Territory.⁴

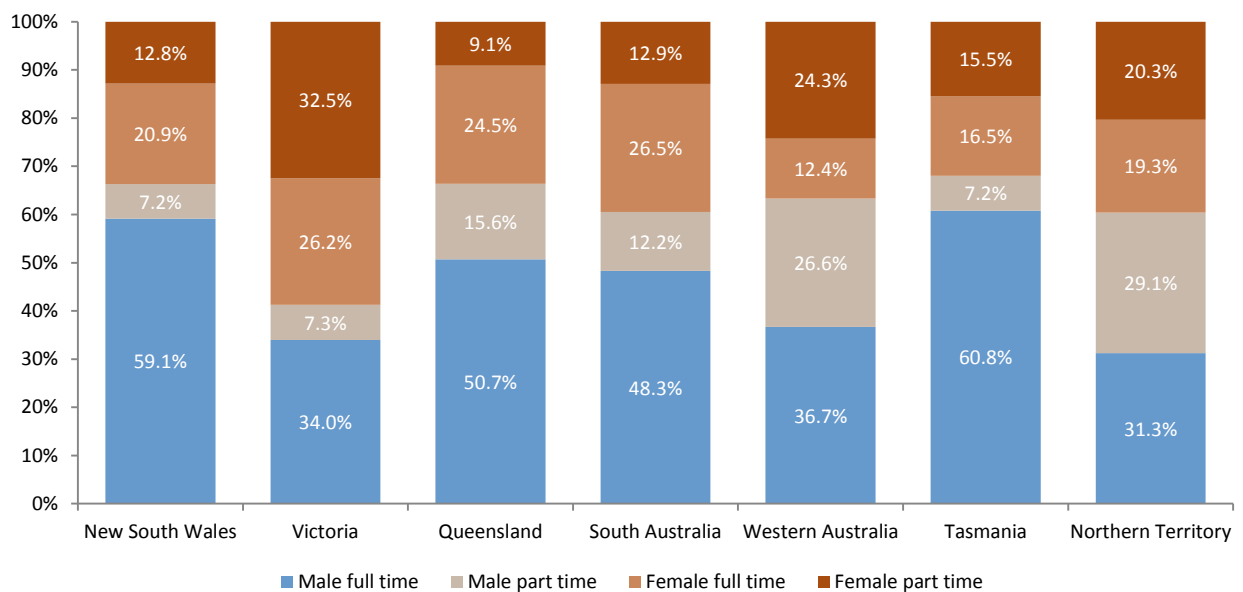


Figure 18: ABS Census Indigenous workforce by gender by employment status by jurisdiction

Compared to non-Indigenous employees, Aboriginal and/or Torres Strait Islander people in local government are slightly more likely to be working fewer hours per week, as in Figure 19 (ABS 2011) below.

⁴ The Australian Capital Territory has been excluded as the Census only records three full time Aboriginal employees of local government.

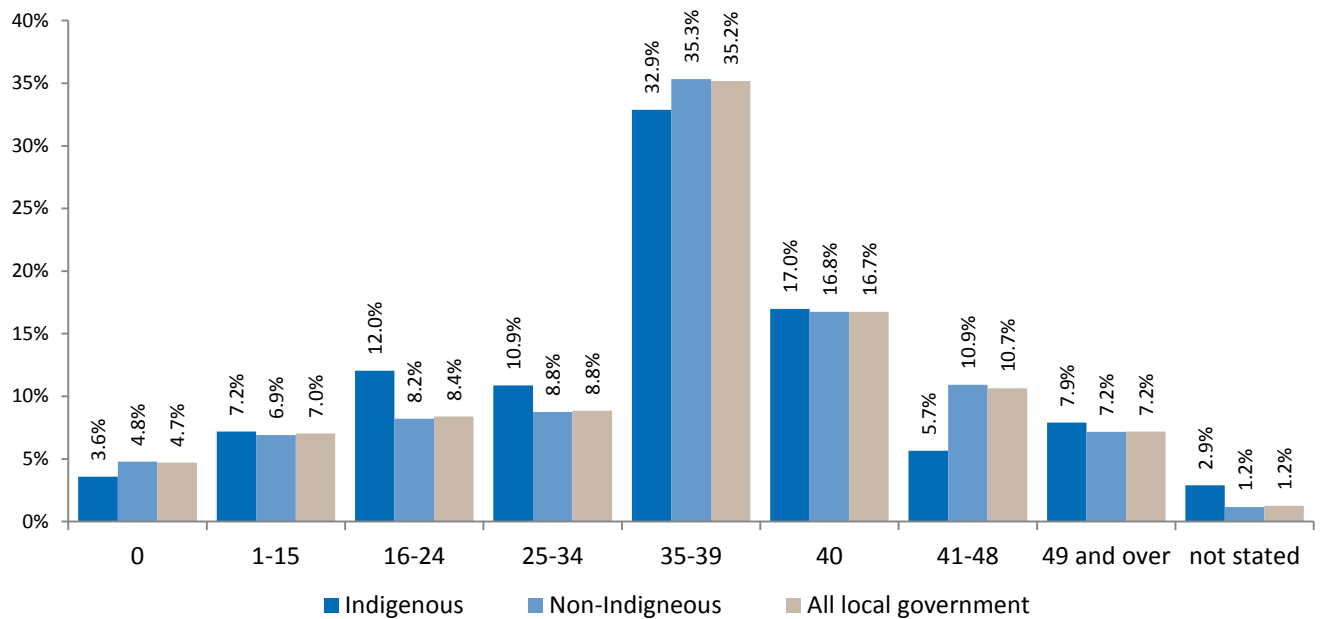


Figure 19: Percentage of Indigenous and non-Indigenous local government employees by hours worked week of the ABS 2011 Census

Aboriginal and/or Torres Strait Islander employees of local government nationally are over-represented in some occupations, including health and welfare support workers; labourers; cleaners and laundry workers; construction and mining labourers; and farm, forestry and garden workers (ABS 2011). Figure 20 (ABS 2011) below shows the proportion of the local government Indigenous and non-Indigenous workforce in each of these occupations as a proportion of the total local government Indigenous and non-Indigenous workforce.

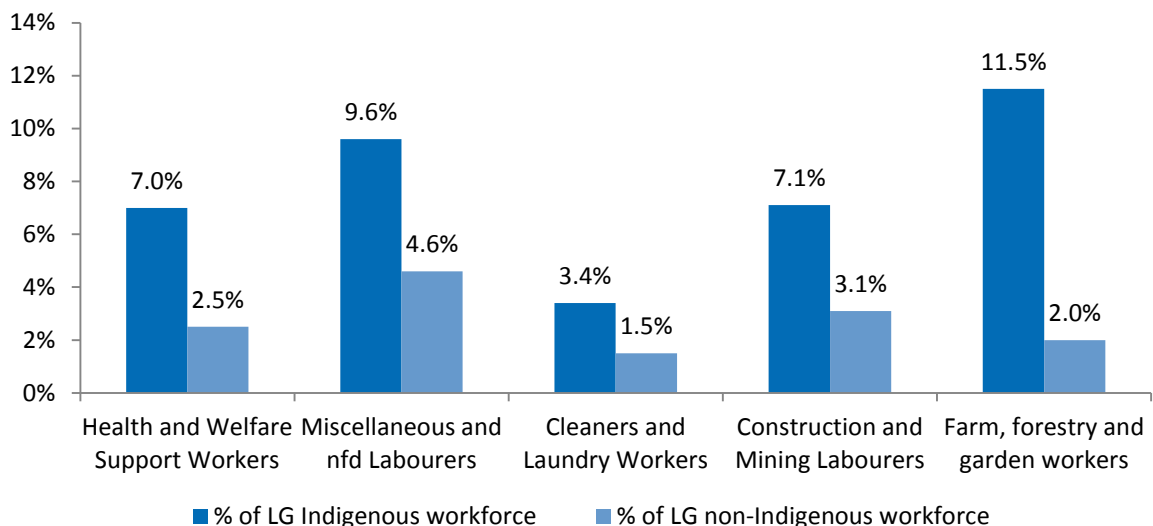


Figure 20: Percentage of local government workforce by occupation

While local government is leading the public and other sectors in Indigenous employment and far exceeding CoAG targets, the changes to CDEP and other employment programs have the potential to jeopardise these figures. There are also opportunities to create more stable positions and better

career opportunities for Indigenous employees, as currently there are few Indigenous people in local government leadership positions.

3.2.2 Disability

Councils reported having 801 employees nationally with a disability although, as discussed above, these survey data are considered to be incomplete and the numbers would seem to be under-reported (Table 6 – ACELG Survey).

Table 6: Disability status by gender by employment status by jurisdiction

State	Male F/T	Female F/T	Male P/T	Female P/T	Male Casual	Female Casual
NSW	54	22	6	4	7	5
WA	33	15	5	19	3	8
Vic	100	99	100	100	99	100
NT	1	1	0	0	0	0
QLD	10	2	0	1	0	1
SA	3	0	1	2	0	0
Total	201	139	112	126	109	114

The ABS Census only collects data for persons with a severe disability requiring assistance. Accordingly, useful comparisons with the ACELG Survey data cannot be made.

3.2.3 Culturally and Linguistically Diverse (CALD)

According to the ABS 2011 Census, 11% of employees in local government in Australia speak a language other than English at home. The proportion of women employees of local government who speak a language other than English at home (11.5%) is close to the proportion of men (10.9%). By way of comparison, 24% of all employed persons nationally across all industries speak a language other than English at home. Figure 21 (ABS 2011) shows the proportion of local government employees and employed people in all industries that speak a language other than English at home. In the Northern Territory, the relatively high proportion of Indigenous employees in local government is reflected in the large proportion of speakers of a language other than English at home.

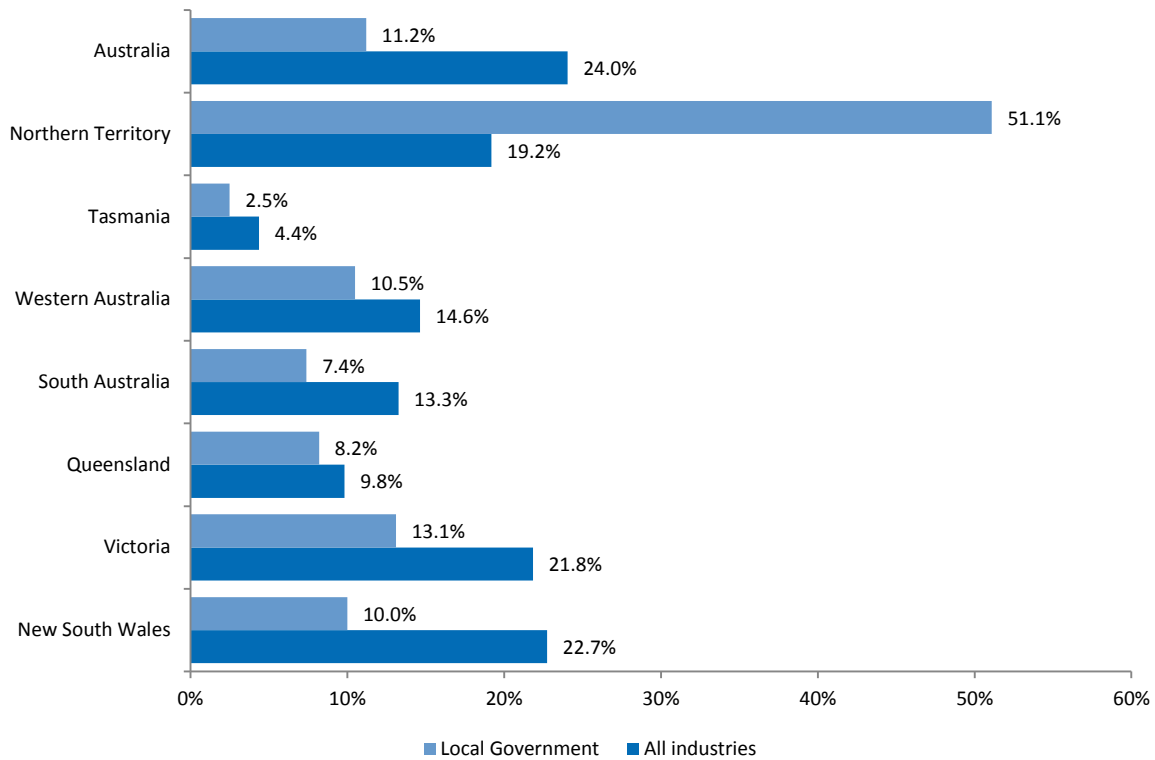


Figure 21: Proportion of local government employees speaking a language other than English at home by jurisdiction, compared to All Industries

Although we have not compared local government’s performance with other sectors, it is clear that local government could be doing more to attract CALD employees to ensure its workforce better reflects the broader population.

3.2.4 Diversity Targets

Councils were asked in the Survey whether they have diversity targets in place, whether they are working towards introducing targets, or whether they have no plans for diversity targets.

The majority of councils (70%) have no plans to implement diversity targets for their workforce. Of the 107 local governments answering this question, only eight (7%) have diversity targets in place, though a further 25 (23%) reported that they are working towards introducing diversity targets (Figure 22 – ACELG Survey).

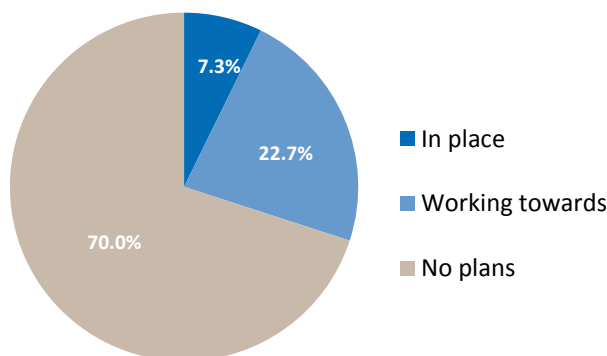


Figure 22: Councils with diversity targets (n=107 councils)

Given the generally low levels of employment of people from CALD communities in local government, this is concerning.

3.3 Education and Training

The National Workforce Strategy recognises the importance of investing in skills for workforce development. In general, employees of local governments have higher levels of educational attainment than the all-industries workforce across Australia, with female employees of local government holding more university level qualifications than male employees. Although the Survey results in this area are incomplete, the Survey results suggest that local governments are spending only a small amount on training (as a proportion of total payroll), and that there are relatively few apprentices in the key occupations that are experiencing skills shortages.

Based on data from the Survey, local governments are carrying an average of 19 unfilled vacancies per council. The turnover rate able to be calculated from the Survey data shows that local governments have only a slightly higher staff turnover than the all-industry Australian average.

The education and training of local government employees and skills shortages being experienced by councils are discussed in more detail below.

3.3.1 Education

Many councils do not collect or maintain information about the education level of their employees, and others were only able to provide information about some of their employees. Educational attainment information is provided for only about 10% of total employees in councils that completed the Survey. Therefore, ABS Census data has been used to report on the education levels of local government employees.

Women employed by local governments are, on average, more highly educated than men. Nearly a third (30 per cent) of female employees hold a bachelor's degree or higher qualification, compared to 21 per cent of male employees. As can be seen in Figure 23 (ABS 2011), compared to employees of all industries, local government employees generally have higher levels of education.

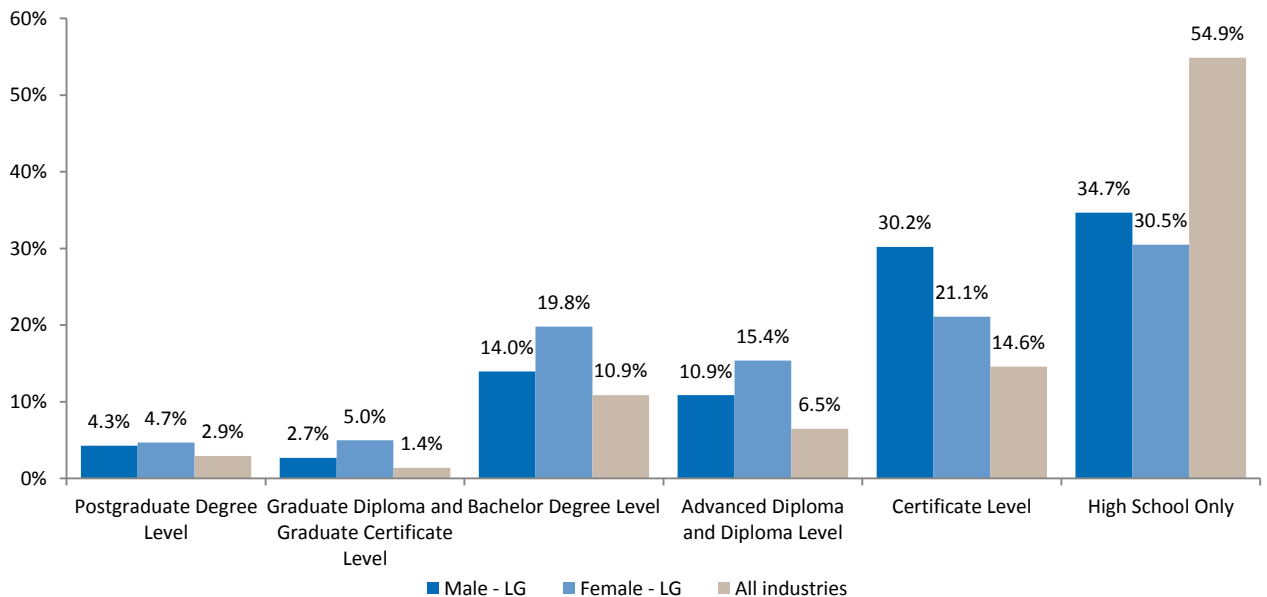


Figure 23: ABS Census level of educational attainment by gender

The educational qualifications of local government workers are quite consistent across jurisdictions. The Northern Territory attainment level is lower than the sector average, whilst in Victoria and NSW it is slightly higher. This can be seen in more detail in Figure 24 (ABS 2011) below.

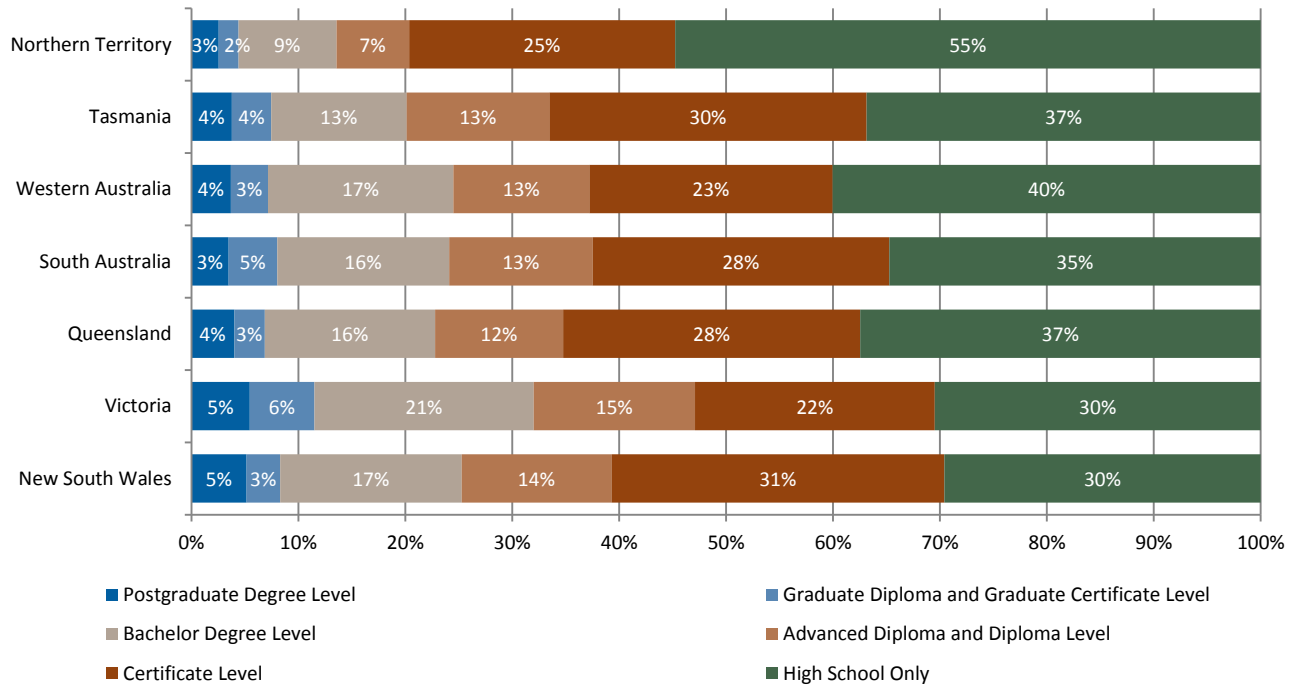


Figure 24: ABS Census educational qualifications of local government employees by state

Additionally, a larger proportion of women in local government are currently studying full time (2.8%) or part time (9.7%) compared to men in local government who are studying full time (1.7%) or part time (6.4%) (ABS 2011).

The women who are engaged in study are more likely to be over the age of 25 years (65%) than under the age of 25 years (35%). They are more likely to be studying at a university or tertiary institution (60%) than a technical or further educational institution (including TAFE colleges) (40%). Of the men in local government that are studying, 47% are studying at a technical or further education institution (including TAFE colleges) (ABS 2011).

3.3.2 Training

Government Skills Australia conducted an E-Scan in 2012, which revealed that 43% of councils were prevented from offering training solutions to their staff by limited training budgets. Analysis of the responses to the ACELG survey question “*What does your organisation consider to be the biggest challenge facing your council in workforce development in the next 12 months?*” shows that, for regional and rural councils, the cost of accessing training is also a significant issue – travel and accommodation costs eat into already limited training budgets.

Anecdotally, it seems many councils do not have a strategic learning and development plan, preferring to distribute the discretionary training budget on a proportional basis across the organisation, leaving the allocation of the training dollars to the discretion of the relevant manager. It would be worth considering whether this is the most effective method of spending scarce training funds – a more strategic approach focussed on developing in-house talent to step up into leadership

positions, or on further developing current skills so employees are able to move flexibly between occupations experiencing skills shortages, would arguably return better results.

Training budget

Councils were asked to provide their total annual training budget for the financial year 2011–12, including any separate allocation for training related travel if appropriate and their total annual payroll for the same period.

Only 43 councils provided information about their training budget and payroll. On average, these councils spent 1.1% (with a range of 0.04% to 3.5%) of their payroll budget on training.

Training provided

Councils were asked to provide numbers of employees to whom they had provided mandatory and discretionary training in the previous financial year, by occupation.

Mandatory training was defined as that which staff required in order to continue being employable in their position. Discretionary training was defined as council support, either financially or in kind, including study leave or other flexible arrangements for employees, to continue their studies. Note that studies could include trainees and council-employed apprenticeships, and VET, university or professional development courses including short courses and conferences.

Only 40 councils provided data in response to this question and most data was incomplete, with as few as two councils answering some parts of the question. As a consequence, Table 7 (ACELG Survey) below is not representative of all training in local government; it merely provides a snapshot of the training received by employees only for those councils that answered this part of the Survey.

Table 7: Occupations in local government receiving the highest proportions of mandatory training

Occupation	% received mandatory training
Golf Course Manager/staff	50.9
Tree Lopping / Wood Chipping Worker	48.1
Health Inspector	29.3
Airport Manager/Officer/Groundsman	28.6
Occupational Health and Safety Officer	26.9
Natural resource management manager/coordinator	22.6
Childcare Director/ Manager	21.4
Pool Manager/ Assistant Pool Manager/ Pool Attendant	20.7
Cemetery Officer / Curator / Worker / Grave Digger	20.6
Social Planner	20.4
Works Supervisor	20.0

Occupation	% received mandatory training
Plant Operator – Other	19.7
Recreation Services Manager / Centre Manager	19.6
Parks & Gardens Leading Hand / Team Leader / Ganger	19.6
Natural resource management officer	19.5
Plant Operator – Grader Driver	19.4
Customer Services Manager/Coordinator	18.8

A table showing the Survey results for the number of employees in each occupation that received training can be found at Appendix C.

3.3.3 Apprenticeships

Councils were asked whether they *directly* employed apprentices. They were told not to include apprentices employed through group training schemes or contract suppliers.

Of the 98 councils answering this question, 55% reported not directly employing apprentices. The remaining 44 councils *directly* employed apprentices. In areas experiencing skills shortages, councils employ a total of 178 apprentices (on average approximately four each). The distribution of apprentices employed by councils in areas of skills shortage can be found at Table 8 (ACELG Survey).

Table 8: Number of local government-employed apprentices in areas of skills shortage

State	Councils that employ apprentices	Apprenticeship types										
		Electrician	Plumber	Gasfitter	Welder	Sign Writer	Motor mechanic	Diesel/plant mechanic	Carpenter	Gardener/ greenkeeper/	Other trade	Total
NSW	17	11	15	0	2	0	7	13	8	30	7	93
WA	11	0	0	0	0	0	3	2	0	10	2	17
Vic	9	0	0	0	0	0	1	1	1	19	1	23
NT	2	0	0	0	0	0	1	0	0	1	3	5
QLD	3	10	2	0	7	0	7	5	1	4	1	37
Tas	1	0	0	0	0	0	0	0	0	2	0	2

State	Councils that employ apprentices	Apprenticeship types										
		Electrician	Plumber	Gasfitter	Welder	Sign Writer	Motor mechanic	Diesel/plant mechanic	Carpenter	Gardener/greenkeeper/	Other trade	Total
SA	1	0	0	0	0	0	1	0	0	0	0	1
Total	44	21	17	0	9	0	20	21	10	66	14	178

The apprentices were employed and being trained in:

- Motor mechanic
- Gardener/greenkeeper
- IT
- Construction

Accurate information about the employment of apprentices in local government cannot be obtained from the ABS or National Centre for Education Research (NCVER) because the data collection methodology in each case is unsuitable to describe apprenticeships in local government.

3.3.4 Vacancies and Skills Shortages

Councils were asked a number of questions about vacancies in order to identify those occupations in which there are local, regional or national skill shortages. By quantifying the extent of skills shortages in local government, the sector may be able to attract funding to provide more training in those occupations.

Noting limitations in this data⁵, but taking it at face value, councils reported a total of 2,081 current vacancies at the time of the Survey, an average of 19 per council for the 109 councils answering this question (Table 9 – ACLEG Survey).

⁵ In the wording of the five survey questions relating to vacancies, 'current vacancies' [(a) in Table 9 was intended to refer to the sum of vacancies currently active, i.e. where council is actively seeking to fill the vacancy [the sum of (b), (c), and (d) in Table 9]. Positions vacant but not currently being advertised [(e) in Table 9 below] was intended to refer to those positions which sit on councils books but, for strategic, organisational or economic reasons, for which councils are not currently seeking to fill the vacancy. It is clear from the data that there are reliability issues, with some councils reporting (e) as a sub-set of (a), and others as additional to (a). As a consequence, the 'total' row of Table 9 cannot be summed and it is impossible to know to what degree there is double counting of some vacancies.

Table 9: Vacancies in local government

State	Number of councils providing data	Current Vacancies (a)	Active positions – vacant less than 6 months (b)	Active positions – vacant for 6-12 months (c)	Active positions – vacant for more than 12 months (d)	Positions vacant but not currently being advertised (e)
NSW	28	793	371	101	105	338
WA	29	285	158	19	4	136
VIC	30	592	385	34	13	288
NT	6	38	31	2	0	5
QLD	4	286	125	77	84	95
Tas	1	2	2	0	0	0
SA	11	85	42	0	0	28
Total	109	2,081	1,114	233	206	890

Respondents were asked to specify those positions which had been vacant for more than six months. Vacancies were highest among the following occupations:

- Engineering (16% of responses)
- Design/survey/drafting (10%)
- Childcare/early childhood development (10%)
- Director/senior management (10%)
- Planner (7%)
- Leisure/pools/gym attendant (6%)
- Ganger/general hand (5%).

These findings are supported by Government Skills Australia's 2012 E-scan which identified engineers, planners, childcare staff, environmental health workers, surveyors and managers as the most difficult occupations to recruit. The Commonwealth Department of Employment (formerly Department of Education, Employment and Workplace Relations [DEEWR]) also identifies these occupations as national skills shortage areas in several states and territories, with many relevant across multiple industries and not just local government (DEEWR 2013). This means that, in areas where local government has difficulty recruiting staff due to skills shortages, it is also often in competition with other industries for these workers.

This points to the need for local government to differentiate itself from other sectors, perhaps promoting itself as an employer of choice that provides flexible working conditions, career development opportunities, and the chance to contribute to civic life and community wellbeing. This promotion would require many councils to re-calibrate their already strong relationships with universities and schools, and broaden their understanding of these institutions to include potential future employees. A number of state-based local government associations across the country have

conducted campaigns highlighting the benefits of a career in local government, for example the Local Government Association of South Australia's 'Shape Your World' and 'Careers in Council – Get Closer' initiatives (LGA SA n.d.).

3.4 Staff turnover

Councils were asked to provide age and gender information for all staff that had commenced work with the council or had ceased employment with the council in the previous financial year.

3.4.1 Separations

Although approximately two-thirds of all separations were of workers aged between 21 and 49 years, the proportion of separations in each age group roughly matches the age profile of the local government workforce (Table 10 – ACELG Survey). As the workforce ages and a higher proportion of employees approach retirement, it would benefit local governments to increase the proportion of younger employees who maintain their employment with council.

Table 10: Separations in local government

Separations	Male		Female		Total	
	Number	% of male	Number	% of female	Number	% of total
Under 21	173	7.5	157	5.8	330	6.5
21 - 34	728	31.4	967	35.5	1695	33.6
35 - 49	683	29.4	921	33.8	1604	31.8
50+	738	31.8	682	25.0	1420	28.1
TOTAL	2,322		2,727		5,049	

3.4.2 New Starters

Survey respondents reported that more people had commenced work at councils (6,196) (Table 11 – ACELG Survey) than had left them (5,049 in the separations table - Table 10 (ACELG Survey) – above).

Table 11: New starters in local government

New starters	Male		Female		Total	
	Number	% of male	Number	% of female	Number	% of total
Under 21	301	11.5	425	11.9	726	11.7
21 - 34	934	35.8	1,244	34.7	2,178	35.2
35 - 49	869	33.3	1,274	35.5	2,143	34.6
50+	504	19.3	645	18.0	1,149	18.5
Total	2,608		3,588		6,196	

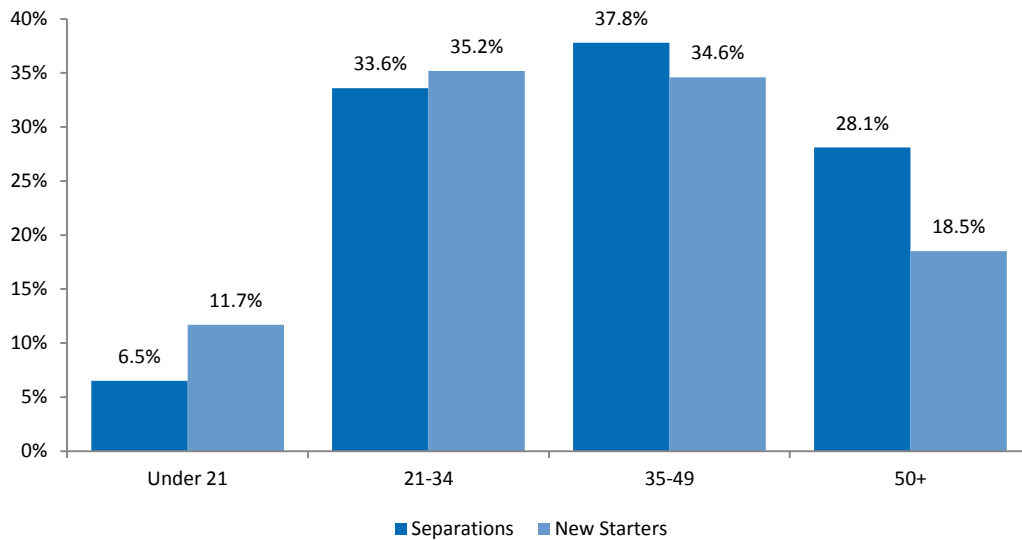


Figure 25: Percentage of separations and new starters by age

3.4.3 Staff Turnover

Staff turnover has been calculated by dividing the number of employees leaving employment during the financial year 2011/12, by the number of paid staff at 30 June 2012 for each of the councils where both sets of information was provided. The assumption is that the number of paid staff reported at 30 June 2012 is equivalent to the average number of paid staff in the preceding financial year.

According to the ABS, the turnover for the national workforce was 10.6% in 2012 (ABS 2012). According to the ACELG Survey, total staff turnover in 2011/12 amongst the 108 centres for which this calculation is possible, ranged from 0% to 46.5%. The average turnover per centre was 12.7%, although the median was slightly lower at 10.3%. Both these figures are close to the average turnover for the national workforces in all industries, but the slightly higher averages suggest there is room for improvement in local government strategies to attract and retain skilled workers.

There was little difference between the turnover figures for male and female employees, as can be seen in Figure 26 (ACELG Survey) below.

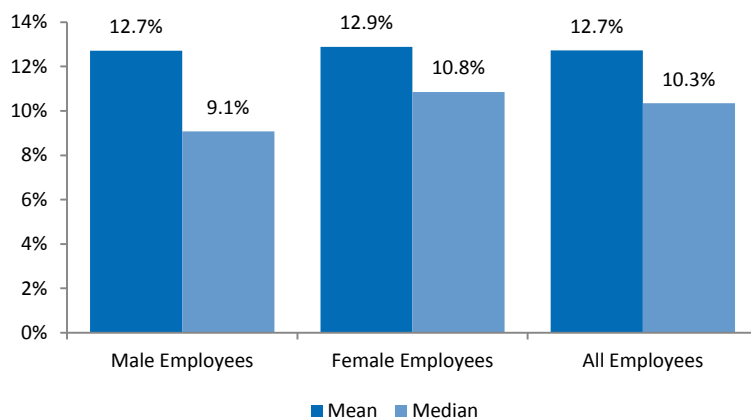


Figure 26: Mean and median employee turnover in local government, by gender

3.4.4 Local Government Staff Mobility

Changes to ABS reporting of Census data and the new ability to link records between the 2006 and 2011 Census of Population and Housing allows analysis of the retention and attraction of staff to local government. Nearly half (49.1%) of people employed in local government at the ABS 2006 Census were still working in local government at the time of the ABS 2011 Census. A small number (1.5% of 2006 local government employees) had moved into federal government employment; 5.2% had moved into state/territory government employment; and 26.3% had taken jobs in the private sector.

Very similar proportions of people entered local government employment from the other levels of government or the private sector. Of the people employed in local government in 2011, 45.3% were working there in 2006; 1.6% came from federal government employment; 4.9% came from state/territory government; and a third (33.0%) had come from the public sector (ABS 2011). The remaining 25.2% of local government employees in 2011 were not working in 2006, either because they were unemployed or had not yet entered the workforce.



4. Conclusion



4. Conclusion

As noted in the introduction to this report, the local government sector in Australia is a significant employer, particularly in regional, rural and remote areas. Local government offers employment across a wide range of occupations. Local government needs a skilled, capable and innovative workforce to ensure it can fulfil its very broad service delivery, place-shaping, and community leadership roles. The findings of the ACELG Survey and analysis of ABS Census data outlined in this report has sought to fill current gaps in knowledge about the local government workforce. This report is intended to complement, and be read in conjunction with, the National Workforce Strategy prepared for ACELG by LGMA National in 2012.

4.1 Key Findings

Some of the key findings detailed in this report are summarised in the points below.

- **Local government employees are everywhere** – From the city to the bush, local governments are key employers everywhere. A higher proportion of the local government workforce is employed in regional and rural areas compared to other levels of government and important regional and remote employing industries. Given the significance of local government to the Australian regional and rural workforce and the fact that, in many locations, local government is the only level of government present in the area, strengthening the local government sector represents an excellent opportunity to secure and strengthen the economic, environmental and social foundations of rural and regional communities across the breadth of the country.
- **Gender of local government employees** – Local government nationally employs a slightly higher proportion of men than women. However, there are significant jurisdictional differences. There is a need to increase gender diversity in the engineering/infrastructure occupation stream, where females are significantly under-represented with a presence of less than 10%. Providing more flexible employment opportunities in key occupations, attracting, training and retaining skilled female employees, and re-imagining existing relationships with local schools and tertiary institutions may assist in establishing gender equity in the sector.
- **An ageing workforce** – The local government workforce is ageing, and is older compared with other government and industry sectors. Male employees are older than female employees, with a higher proportion of male employees aged 50 years or more. The ageing cohort of CEOs and general managers also suggests local government needs to be thinking about how to develop, attract and retain the next generation of senior leaders.
- **Education levels** – Women working in local government are more highly educated than their male counterparts. When considered in the context of an ageing cohort of CEOs and general managers, this suggests there may be opportunities to address gender imbalance in senior leadership ranks by developing talented mid-level female managers and enabling career progression opportunities.
- **Women as elected representatives** – Only one third of councillors and mayors are women, and an even smaller proportion (11%) of council CEOs/general managers are women. Women accounted for just 32% of candidates at the last round of local government elections. Local government and political organisations have a long way to go before they achieve candidate gender equity. Further research is required to determine what the barriers might be to female political participation in local government.
- **Workforce planning** – Not surprisingly, the development of workforce plans is more common in jurisdictions where workforce planning is mandatory. The biggest workforce challenge facing local government is an ageing workforce and the high levels of impending retirements.

Differences in how local governments with voluntary and mandatory workforce planning respond to the ageing workforce challenge will be a key indicator of the success of workforce planning initiatives.

- **Indigenous employees** – While local government is leading the public and private sectors in Indigenous employment and currently far exceeding CoAG targets, the changes to Community Development Employment Projects (CDEP) and other employment programs has the potential to jeopardise this standing. There are opportunities to create more stable positions and better career opportunities for local government Indigenous employees, as currently there are few Indigenous people in leadership positions.
- **Training and development** – A more strategic approach to training and development focussed on developing in-house talent to step into leadership positions, and on developing the skills of current employees so they are able to move flexibly between occupations experiencing skills shortages would yield positive outcomes.
- **Vacancies and skill shortages** – Local government is experiencing skills shortages in areas commonly identified by other sectors and industries. This means that, in areas where local government experiences difficulties in recruiting, it is likely to be in competition with other industries for staff. Local government can learn valuable lessons from human resources strategies in other sectors by differentiating itself as an employer of choice and encouraging and promoting flexible working conditions, career development opportunities, and the chance to contribute to civic life and community wellbeing. The evidence suggests that flexible working conditions and career development is likely to contribute to a more equitable and diverse workforce that better represents the diverse communities served by local governments around the country.

4.2 ACELG's response

Along with others in the local government sector, ACELG intends to play a leading role in responding to some of the findings outlined in this report and continue to implement the National Strategy through its research and program activities. To date, a number of key actions have been taken that can be built upon into the future. Some of these initiatives include:

- Research into the factors impacting on the attraction and retention of CEOs and senior managers in *rural-remote* and Indigenous local government and a “how to” guide for recruitment, retention and performance management of CEOs and senior managers in remote locations
- Research into the qualities, experiences and attributes Western Australian councils seek from prospective CEOs, and the formal and informal policies and processes councils use to identify and recruit suitable candidates
- An *upcoming* guide on mature talent management
- Ongoing activities *around* Indigenous employment in Australian local government.

ACELG looks forward to continuing to work with key stakeholders to implement the National Strategy and welcomes comments on this report, which can be directed to:

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Appendix A
ACLG Classifications

Appendix A ACLG Classifications

Step 1	Step 2	Step 3	Identifiers	Category
URBAN (U)	Capital City (CC)			UCC
Population more than 20 000	Metropolitan Developed (D) Part of an urban centre of more than 1 000 000 or population density more than 600/sq km	Small (S)	up to 30 000	UDS
		Medium (M)	30 001-70 000	UDM
		Large (L)	70 001-120 000	UDL
		Very Large (V)	more than 120 000	UDV
OR				
Population density more than 30 persons per sq km	Regional Towns/City (R) Part of an urban centre with population less than 1 000 000 and predominantly urban in nature	Small (S)	up to 30 000	URS
		Medium (M)	30 001-70 000	URM
		Large (L)	70 001-120 000	URL
		Very Large (V)	more than 120 000	URV
OR				
90 per cent or more of LGA population is urban	Fringe (F) A developing LGA on the margin of a developed or regional urban centre	Small (S)	up to 30 000	UFS
		Medium (M)	30 001-70 000	UFM
		Large (L)	70 001-120 000	UFL
		Very Large (V)	more than 120 000	UFV
<hr/>				
RURAL (R)				
An LGA with population less than 20 000	Significant Growth (SG) Average annual population growth more than 3 per cent, population more than 5 000 and not remote	Not applicable		RSG
AND				
Population density less than 30 persons per sq km	Agricultural (A)	Small (S)	up to 2 000	RAS
		Medium (M)	2 001-5 000	RAM
		Large (L)	5 001-10 000	RAL
		Very Large (V)	10 001-20 000	RAV
AND				
Less than 90 per cent of LGA population is urban	Remote (T)	Extra Small (X)	up to 400	RTX
		Small (S)	401-1 000	RTS
		Medium (M)	1 001-3 000	RTM
		Large (L)	3 001-20 000	RTL



Appendix B Occupations by age



Appendix B Occupations by age

Table showing percentage of workers aged over 60 by occupation (greater than 10% flagged in red).

Please note: the response rates to the matrix of survey questions that provide data for this table are inconsistent and generally low. Of the 154 councils that completed the survey, between 5% and 77% of councils have provided data at each of the questions. On average, of the councils that completed the survey, only 38% (or 58 councils) have attempted these questions. This data should therefore be treated with caution.

Age	18 – 34	25 – 34	35- 49	50 – 59	60+
	%	%	%	%	%
Accountant	1.79	30.75	41.19	21.19	5.07
Aged Care Coordinator/Officer	5.75	24.43	30.46	29.31	10.06
Airport Manager/Officer/Groundsman	0.00	0.00	39.29	39.29	21.43
Animal Control Officer	0.68	23.65	48.65	21.62	5.41
Architect/landscape architect	2.30	26.44	43.68	22.99	4.60
Asset Manager	0.00	8.67	42.00	38.00	11.33
Builder/Building Assistant	5.88	16.18	38.24	30.88	8.82
Building Inspector (including plumbing)	0.00	16.67	35.51	34.78	13.04
Building Surveyor	2.94	19.85	36.40	26.84	13.97
Buildings and property coordinator/officer	1.53	16.41	43.13	25.95	12.98
Caravan Park Operator	0.00	0.00	32.00	36.00	32.00
Carpenter	4.96	17.36	27.27	38.84	11.57
Cemetery Officer / Curator / Worker / Grave Digger	0.00	21.92	41.10	26.03	10.96
CEO	0.00	1.61	23.39	55.65	19.35
CEO /General manager	0.00	4.35	43.48	52.17	0.00
Childcare Coordinator/Team Leader	3.65	25.11	40.18	24.20	6.85
Childcare Director/ Manager	0.00	8.00	44.00	32.00	16.00
Childcare Worker	21.43	27.80	26.43	16.60	7.74

Age	18 – 34	25 – 34	35- 49	50 – 59	60+
	%	%	%	%	%
Cleaner	1.47	8.50	29.62	34.60	25.81
Communications Manager/coordinator	0.00	26.15	49.23	21.54	3.08
Communications/media officer	4.32	48.11	38.38	7.03	2.16
Communications/social media officer	9.38	40.63	40.63	6.25	3.13
Community Arts/Cultural Coordinator	4.92	23.77	41.80	24.59	4.92
Community Centre Coordinator/Officer	4.55	13.64	36.36	29.09	16.36
Community Development Coordinator/Officer	3.67	27.68	37.57	23.45	7.63
Community Engagement Manager/coordinator	1.89	16.98	56.60	20.75	3.77
Community Engagement officer	13.33	27.50	36.67	19.17	3.33
Community Housing Coordinator/Officer	15.79	26.32	52.63	0.00	5.26
Community safety Coordinator/Officer	3.49	11.63	38.37	23.26	23.26
Community Services Coordinator/Community Information Officer	4.17	16.67	40.28	33.33	5.56
Community Services Manager	0.00	4.05	47.30	36.49	12.16
Community Transport/Bus Driver	1.98	2.97	20.79	38.61	35.64
CWMS/Water/Sewerage team leader/worker	6.96	32.61	21.30	22.61	16.52
Community/immunisation/maternal and child health Nurse	0.14	6.90	30.03	41.09	21.84
Construction/Drainage Worker	4.44	16.38	34.13	31.40	13.65
Contracts Management officer	0.90	18.92	43.24	27.03	9.91
Corporate Services/governance admin officer	7.47	25.98	38.43	20.28	7.83
Corporate services/governance director	0.00	1.79	37.50	46.43	14.29
Corporate Services/governance manager	1.43	2.86	54.29	28.57	12.86
Cultural Awareness/Indigenous Support Officer	2.70	18.92	35.14	32.43	10.81
Customer Services Manager/Coordinator	1.65	14.05	42.15	34.71	7.44

Age	18 – 34	25 – 34	35- 49	50 – 59	60+
	%	%	%	%	%
Customer Services Officer/Cashier/Reception/Call Centre Officer	12.36	19.82	36.65	22.82	8.34
Draftsperson /Technical Officer	9.03	23.47	34.66	23.10	9.75
Driver/Carter	1.51	11.32	35.85	30.57	20.75
Economic/Business Development Manager/Officer	2.31	24.28	41.04	26.01	6.36
Electrician/other electrical trades	12.82	22.22	34.19	23.93	6.84
Emergency management manager/coordinator	0.00	12.90	41.94	29.03	16.13
Engineering/infrastructure admin officer	10.18	19.27	38.18	23.64	8.73
Engineering/infrastructure director	29.79	1.06	27.66	30.85	10.64
Environment/Sustainability manager/coordinator	1.20	20.48	54.22	16.87	7.23
Environment/sustainability officer	2.32	35.52	45.17	11.97	5.02
Environmental Health Manager	0.00	20.90	43.28	25.37	10.45
Environmental Health Officer*	8.89	38.81	33.15	11.59	7.55
Environmental Services Administration Officer	8.38	22.35	41.90	22.35	5.03
Environmental Services Director	4.76	0.00	33.33	61.90	0.00
Environmental Services Manager	0.00	8.00	44.00	44.00	4.00
Events coordinator/officer	13.46	35.10	33.65	13.94	3.85
Executive Assistant/Personal Assistant	4.29	18.37	38.57	28.37	10.41
Finance Director	0.00	0.00	47.06	41.18	11.76
Finance Manager	1.89	6.60	51.89	33.02	6.60
Finance Officer	7.51	19.27	37.57	24.86	10.79
Fire Prevention/Security Officer	1.52	18.18	39.39	27.27	13.64
Garbage Tip/Resource recovery worker	4.10	14.46	37.83	26.51	17.11
Gardener/groundsman/sporting fields curator	7.62	21.31	37.05	25.51	8.50

Age	18 – 34	25 – 34	35- 49	50 – 59	60+
	%	%	%	%	%
General hand/labourer	10.78	20.79	32.78	23.21	12.43
Golf Course Manager/staff	15.69	23.53	37.25	17.65	5.88
Governance manager/advisor/officer	1.55	24.81	36.43	27.91	9.30
HACC Home & Community Care Officer	2.46	10.21	28.52	34.04	24.77
HACC Home Handyman	4.08	6.12	16.33	36.73	36.73
HACC Manager/ coordinator	3.19	15.96	37.23	30.85	12.77
HACC Respite Worker	0.76	6.84	24.71	36.50	31.18
Handyman/ Lockmaster / Caretaker	0.00	0.00	31.25	39.58	29.17
Health Inspector	2.99	17.91	47.76	25.37	5.97
Horticulturist / Arborist	5.51	21.05	41.60	25.06	6.77
Human Resources / Payroll Officer	9.75	36.82	38.27	11.55	3.61
Human Resources Manager	0.00	8.79	49.45	31.87	9.89
Human Services coordinator/officer	6.54	18.69	31.78	30.84	12.15
Human Services Director / Manager	0.00	0.00	50.00	45.00	5.00
Human/community services admin	8.76	19.03	39.27	27.19	5.74
Human/community services director	0.00	0.00	26.32	63.16	10.53
Infrastructure /Works Director	0.00	0.00	39.58	47.92	12.50
IT / GIS Officer/Business analyst	5.86	26.88	44.44	18.77	4.05
IT Manager/coordinator	0.00	11.56	53.06	31.97	3.40
Kindergarten director/manager	3.45	17.24	34.48	34.48	10.34
Kindergarten teacher/assistant	5.90	21.64	42.95	20.00	9.51
Lawyer / Legal staff	5.13	25.64	43.59	17.95	7.69
Librarian	5.86	13.00	35.34	34.07	11.73
Library Manager	0.00	3.64	31.82	48.18	16.36

Age	18 – 34	25 – 34	35- 49	50 – 59	60+
	%	%	%	%	%
Library Technician / Officer	10.88	15.56	33.95	27.28	12.34
Lifeguard / Beach Inspector	57.27	25.61	11.25	3.98	1.90
Motor/plant mechanic (including diesel)	9.70	12.74	32.41	32.69	12.47
Natural resource management manager/coordinator	3.23	9.68	70.97	12.90	3.23
Natural resource management officer	3.66	31.71	52.44	12.20	0.00
Occupational Health and Safety Officer	3.92	13.07	41.83	32.68	8.50
Parks & Gardens Leading Hand / Team Leader / Ganger	4.41	18.31	44.24	24.75	8.31
Parks & Gardens Manager / Supervisor	0.00	7.69	47.12	40.38	4.81
Payroll manager/coordinator	0.00	10.81	32.43	48.65	8.11
Payroll officer	6.72	16.42	46.27	21.64	8.96
Planner	8.41	40.00	36.52	11.30	3.77
Planning and environment admin officer	8.91	23.43	37.95	24.75	4.95
Planning and environment director	0.00	2.13	46.81	44.68	6.38
Planning Assistant	10.68	28.16	40.78	16.50	3.88
Planning Manager	0.00	10.94	60.94	26.56	1.56
Plant Operator – Grader Driver	1.99	7.17	32.67	36.25	21.91
Plant Operator – Other	2.25	10.93	31.56	40.04	15.22
Plumber/gasfitter	10.59	29.41	21.18	23.53	15.29
Pool Manager/ Assistant Pool Manager/ Pool Attendant	34.53	23.28	22.95	14.74	4.50
Purchasing Officer / Procurement Officer	2.87	13.22	36.78	27.59	19.54
Quarry Worker	0.00	0.00	55.56	33.33	11.11
Ranger	4.11	20.77	42.27	24.15	8.70
Rates Coordinator/officer	3.44	14.43	41.58	29.21	11.34

Age	18 – 34	25 – 34	35- 49	50 – 59	60+
	%	%	%	%	%
Records Management Manager	0.00	13.21	54.72	26.42	5.66
Records Management Officer	7.98	19.20	38.40	24.94	9.48
Recreation Officer/ Art gallery / Museum curator/attendant	21.14	22.65	30.14	16.21	9.86
Recreation Services Manager / Centre Manager	4.00	23.00	53.00	17.00	3.00
Regulatory Services Manager	0.00	12.00	50.00	32.00	6.00
Risk manager/coordinator	0.00	9.80	54.90	25.49	9.80
Risk officer	0.00	24.39	36.59	21.95	17.07
Road Construction / Maintenance Worker/ Line Marker	3.97	13.54	38.62	29.64	14.24
Sign Writer	2.33	13.95	39.53	30.23	13.95
Social Planner	2.17	23.91	30.43	28.26	15.22
Street Cleaner / Graffiti Remover	1.19	8.31	35.63	35.63	19.24
Surveyor	6.25	15.00	36.25	30.00	12.50
Theatre technicians	33.33	27.27	23.81	11.26	4.33
Tourism Officer	9.40	19.46	29.19	23.49	18.46
Traffic & Parking Control Officer	2.41	8.19	34.70	34.22	20.48
Tree Lopping / Wood Chipping Worker	3.90	16.88	51.95	20.78	6.49
Urban and Regional Planning Officer/Inspector	6.20	29.46	34.88	23.26	6.20
Volunteer Coordinator	2.86	20.00	22.86	45.71	8.57
Waste officer	6.32	14.74	35.79	30.53	12.63
Waste Truck Driver	1.79	8.63	41.96	33.33	14.29
Welder/fitter/boilermaker	10.42	12.50	29.17	33.33	14.58
Workforce Planner	5.56	33.33	33.33	22.22	5.56
Works admin officer	5.92	16.78	42.76	25.66	8.88

Age	18 – 34	25 – 34	35- 49	50 – 59	60+
	%	%	%	%	%
Works Leading Hand / Team Leader / Ganger	2.82	9.79	31.26	43.50	12.62
Works Supervisor	0.00	2.65	32.35	47.06	17.94
Works/Civil Engineer - roads, bridges, stormwater etc.	7.82	22.55	37.82	21.64	10.18
Works/Engineering Manager	1.12	5.59	43.02	37.99	12.29
Youth Coordinator / Officer / Worker	14.89	42.86	34.04	6.08	2.13



Appendix C
Employees in each occupation
that received training in 2011-12

Appendix C Employees in each occupation that received training in 2011-12

	Mandatory Training			Discretionary Training		
	Male	Female	Total	Male	Female	Total
Accountant	15	16	31	36	31	67
Aged Care Coordinator/Officer in at your council at present	4	10	14	6	15	21
Airport Manager/Officer/Groundsman	7	1	8	1	0	1
Animal Control Officer	4	6	10	7	6	13
Architect/landscape architect	5	4	9	7	6	13
Asset Manager	15	2	17	22	3	25
Builder/Building Assistant	1	1	2	2	0	2
Building Inspector (including plumbing	12	0	12	15	0	15
Building Surveyor	29	2	31	56	3	59
Buildings and property coordinator/officer	15	11	26	27	20	47
Caravan Park Operator	4	0	4	4	0	4
Carpenter	13	1	14	9	0	9
Cemetery Officer / Curator / Worker / Grave Digger	12	3	15	7	3	10
CEO	9	1	10	14	1	15
CEO/ General manager (Deputy)	1	1	2	5	1	6
Childcare Coordinator/Team Leader	0	24	24	0	44	44
Childcare Director/ Manager	0	12	12	0	9	9
Childcare Worker	6	115	121	7	149	156
Cleaner	9	28	37	12	9	21
Communications Manager/coordinator	0	4	4	1	13	14
Communications/media officer	4	9	13	6	23	29
Communications/social media officer	1	1	2	0	2	2
Community Arts/Cultural Coordinator	2	1	3	4	3	7

Community Centre Coordinator/Officer	1	8	9	1	16	17
Community Development Coordinator/Officer	2	13	15	8	33	41
Community Engagement Manager/coordinator	1	1	2	1	3	4
Community Engagement officer	4	6	10	4	12	16
Community Housing Coordinator/Officer	0	0	0	1	0	1
Community safety Coordinator/Officer	0	1	1	2	2	4
Community Services Coordinator/Community Information Officer	3	7	10	2	9	11
Community Services Manager	3	10	13	5	8	13
Community Transport/Bus Driver	6	1	7	11	1	12
CWMS/Water/Sewerage team leader/worker	19	0	19	4	0	4
Community/immunisation/maternal and child health Nurse	0	94	94	0	101	101
Construction/Drainage Worker	25	0	25	29	0	29
Contracts Management officer	4	3	7	7	9	16
Corporate Services/governance admin officer	10	28	38	4	39	43
Corporate services/governance director	7	1	8	10	1	11
Corporate Services/governance manager	5	3	8	1	3	4
Cultural Awareness/Indigenous Support Officer	1	4	5	1	7	8
Customer Services Manager/Coordinator	3	21	24	7	26	33
Customer Services Officer/Cashier/Reception/Call Centre Officer	18	139	157	12	171	183
Draftsperson /Technical Officer	37	8	45	50	10	60
Driver/Carter	7	2	9	2	0	2
Economic/Business Development Manager/Officer	6	15	21	12	14	26
Electrician/other electrical trades	8	0	8	4	0	4
Emergency management manager/coordinator	6	4	10	4	6	10
Engineering/infrastructure admin officer	20	23	43	25	24	49
Engineering/infrastructure director	6	0	6	13	0	13

Environment/Sustainability manager/coordinator	6	8	14	7	8	15
Environment/sustainability officer	9	23	32	20	35	55
Environmental Health Manager	6	2	8	11	3	14
Environmental Health Officer*	18	14	32	20	24	44
Environmental Services Administration Officer	0	3	3	0	9	9
Environmental Services Director	0	1	1	1	0	1
Environmental Services Manager	4	0	4	2	0	2
Events coordinator/officer	2	12	14	2	18	20
Executive Assistant/Personal Assistant	2	38	40	2	66	68
Finance Director	2	0	2	4	0	4
Finance Manager	11	2	13	14	6	20
Finance Officer	6	32	38	12	51	63
Fire Prevention/Security Officer	3	0	3	4	1	5
Garbage Tip/Resource recovery worker	55	5	60	23	4	27
Gardener/groundsman/sporting fields curator	146	19	165	132	11	143
General hand/labourer	112	2	114	47	7	54
Golf Course Manager/staff	24	4	28	15	1	16
Governance manager/advisor/officer	5	8	13	9	15	24
HACC Home & Community Care Officer	21	89	110	21	145	166
HACC Home Handyman	3	0	3	7	0	7
HACC Manager/ coordinator	1	9	10	3	22	25
HACC Respite Worker	0	32	32	0	35	35
Handyman/ Lockmaster / Caretaker	8	0	8	12	0	12
Health Inspector	7	15	22	10	4	14
Horticulturist / Arborist	48	12	60	76	18	94
Human Resources / Payroll Officer	3	37	40	8	39	47
Human Resources Manager	3	4	7	8	15	23

Human Services coordinator/officer	2	11	13	3	12	15
Human Services Director / Manager	0	2	2	0	7	7
Human/community services admin	0	51	51	2	42	44
Human/community services director	0	3	3	1	7	8
Infrastructure /Works Director	3	0	3	6	1	7
IT / GIS Officer/Business analyst	41	20	61	53	27	80
IT Manager/coordinator	8	3	11	21	6	27
Kindergarten director/manager	0	2	2	0	3	3
Kindergarten teacher/assistant	0	20	20	0	21	21
Lawyer / Legal staff	1	2	3	3	3	6
Librarian	12	44	56	4	54	58
Library Manager	1	7	8	3	20	23
Library Technician / Officer	20	65	85	24	111	135
Lifeguard / Beach Inspector	56	21	77	45	39	84
Motor/plant mechanic (including diesel)	39	1	40	37	0	37
Natural resource management manager/coordinator	5	2	7	6	1	7
Natural resource management officer	11	5	16	11	3	14
Occupational Health and Safety Officer	11	31	42	14	13	27
Parks & Gardens Leading Hand / Team Leader / Ganger	101	17	118	63	8	71
Parks & Gardens Manager / Supervisor	28	0	28	25	3	28
Payroll manager/coordinator	1	2	3	5	6	11
Payroll officer	4	10	14	3	13	16
Planner	41	35	76	55	57	112
Planning and environment admin officer	1	42	43	2	32	34
Planning and environment director	7	0	7	8	1	9
Planning Assistant	1	1	2	3	8	11
Planning Manager	12	2	14	13	8	21

Plant Operator – Grader Driver	45	6	51	15	1	16
Plant Operator – Other	178	22	200	74	1	75
Plumber/gasfitter	13	0	13	5	0	5
Pool Manager/ Assistant Pool Manager/ Pool Attendant	80	105	185	46	55	101
Purchasing Officer / Procurement Officer	9	5	14	9	11	20
Quarry Worker	0	0	0	0	0	0
Ranger	50	16	66	56	14	70
Rates Coordinator/officer	9	18	27	5	27	32
Records Management Manager	2	3	5	4	12	16
Records Management Officer	2	33	35	6	45	51
Recreation Officer/ Art gallery / Museum curator/attendant	50	99	149	45	73	118
Recreation Services Manager / Centre Manager	9	11	20	11	14	25
Regulatory Services Manager	1	1	2	6	1	7
Risk manager/coordinator	2	4	6	5	4	9
Risk officer	2	4	6	4	4	8
Road Construction / Maintenance Worker/ Line Marker	116	0	116	95	0	95
Sign Writer	2	0	2	0	0	0
Social Planner	2	8	10	4	8	12
Street Cleaner / Graffiti Remover	51	1	52	28	0	28
Surveyor	10	0	10	7	2	9
Theatre technicians	16	11	27	6	1	7
Tourism Officer	4	38	42	2	18	20
Traffic & Parking Control Officer	40	18	58	36	35	71
Tree Lopping / Wood Chipping Worker	37	1	38	6	0	6
Urban and Regional Planning Officer/Inspector	15	7	22	19	20	39
Volunteer Coordinator	1	4	5	0	6	6
Waste officer	10	6	16	10	8	18

Waste Truck Driver	26	0	26	24	0	24
Welder/fitter/boilermaker	8	0	8	1	0	1
Workforce Planner	0	1	1	0	1	1
Works admin officer	12	19	31	21	22	43
Works Leading Hand / Team Leader / Ganger	83	2	85	56	2	58
Works Supervisor	67	2	69	51	1	52
Works/Civil Engineer - roads, bridges, stormwater etc.	83	9	92	37	7	44
Works/Engineering Manager	17	1	18	25	2	27
Youth Coordinator / Officer / Worker	10	25	35	14	31	45



Appendix D Questionnaire



Appendix D Questionnaire

1a. Q Does your council currently have an elected council?

- Yes
 No - we are under administration

If under administration you will skip the following 3 questions

1b. This question is designed to measure the age and gender of elected representatives across the country.

Q Please complete the table for all of your elected representatives, including Mayors - by gender and age.

For example if you had 2 male councillors aged 65+ put a two in the box under Male next to 65+. Where you have no councillors in that category put a 0 in the box. Remember you must have a response in every box. You may not know the ages of your councillors – try asking the governance officer or CEO's office for more information

	Male	Female
Up to 24		
25 - 44		
45 - 64		
65+		
Don't know age		

1c. This question is designed to measure the gender of Mayors across the country.

Q Is your Mayor male or female?

Please indicate whether your mayor is male or female by selecting the appropriate option in the drop down box

	Male	Female
Gender		

1d. This question is designed to measure the election method of Mayors across the country.

Q Is your Mayor popularly elected?

Please indicate whether your mayor is popularly elected by selecting the appropriate option in the drop down box.

	Popularly elected	Other
Method of election		

- 2a. This question is designed to measure the total number of local government employees across the country, and will also be used as the basis for your own analysis of your workforce data.

Q What was the total number of staff (headcount) on your council's payroll at 30th June 2012?

Please include full time, part time and casual staff as well as those on leave including long service and maternity leave. All staff active on the payroll should be included, including seasonal workers (i.e. pool attendants etc.) and staff on contracts. Please do not include contractors, agency staff or group apprentices.

Total staff _____

- 2b. This question is designed to measure the total number of local government employees across the country by gender, and will also be used as the basis for your own analysis of your workforce data.

Q And of (number at 2a) how many in total were male and how many were female?(headcount)

Please include full time, part time and casual staff as well as those on leave including long service and maternity leave. All staff active on the payroll should be included, including seasonal workers (i.e. pool attendants etc.) and staff on contracts. Please do not include contractors, agency staff or group apprentices.

Male _____

Female _____

3. This question is designed to measure the level of education across the LG workforce, and data will be used to support the local government sectors applications for funds to meet the Council of Australian Governments (COAG) agreement to increase VET and University qualification levels in Local Government.

Q For each qualification level listed, please provide the number of your workforce who have achieved that education level, by gender.

Where you do not know the level of education for employees please include them in the "Not Known" category - making sure that your total equals (number at 2a) employees.

	Male	Female
Postgraduate qualification (UNI)		
Bachelor Degree (UNI)		
Advanced Certificate/Diploma (UNI)		
Diploma/Advanced diploma (VET)		
Certificate 3 or 4 (VET)		
Certificate 1 or 2 (VET)		
High School only		
Not known		

The following questions are occupation based and require that you have information on council staff by occupation on hand. There is a separate excel spreadsheet designed to help you to align your position titles to the occupation list. Note that not all occupations are listed and you may not be able to fit all staff in the list – that is OK.

4. This question will help to identify occupations across the sector and help to identify training and employment needs.

Q Which of the following occupations do you have at your council?

Please select each occupation you have one or more employees in at your council at present. Include temporarily vacant positions. Refer to your excel tool for more details about the occupations.

Stream	✓		Position
a		1	Accountant
c		2	Aged Care Coordinator/Officer
b		3	Airport Manager/Officer/Groundsman
d		4	Animal Control Officer
b		5	Architect/landscape architect
b		6	Asset Manager
d		7	Builder/Building Assistant
d		8	Building Inspector (including plumbing)
d		9	Building Surveyor
d		10	Buildings and property coordinator/officer
b		11	Caravan Park Operator
b		12	Carpenter
b		13	Cemetery Officer / Curator / Worker / Grave Digger
a		14	Chief Executive Officer (CEO)/General manager
a		15	Chief Executive Officer (CEO)/General manager (Deputy)
c		16	Childcare Coordinator/Team Leader
c		17	Childcare Director/ Manager
c		18	Childcare Worker
b		19	Cleaner
a		20	Communications Manager/coordinator
a		21	Communications/media officer

<i>Stream</i>	✓		<i>Position</i>
a		22	Communications/social media officer
c		23	Community Arts/Cultural Coordinator
c		24	Community Centre Coordinator/Officer
c		25	Community Development Coordinator/Officer
c		26	Community Engagement Manager/coordinator
c		27	Community Engagement officer
c		28	Community Housing Coordinator/Officer
c		29	Community safety/Crime Prevention Coordinator/Officer
c		30	Community Services Coordinator/Community Information Officer
c		31	Community Services Manager
c		32	Community Transport/Bus Driver
b		33	Community Wastewater Management System (CWMS)/Water/Sewerage team leader/worker
d		34	Community/immunisation/maternal and child health Nurse
b		35	Construction/Drainage Worker
a		36	Contracts Management officer
a		37	Corporate Services/governance admin officer
a		38	Corporate services/governance director
a		39	Corporate Services/governance manager
c		40	Cultural Awareness / Indigenous Support Officer
a		41	Customer Services Manager/Coordinator
a		42	Customer Services Officer/Cashier/Reception/Call Centre Officer
b		43	Draftsperson /Technical Officer
b		44	Driver/Carter
c		45	Economic/Business Development Manager / Officer
b		46	Electrician/ other electrical trades
d		47	Emergency management manager/coordinator
d		48	Engineering/infrastructure admin officer

<i>Stream</i>	✓		<i>Position</i>
d		49	Engineering/infrastructure director
d		50	Environment/Sustainability manager/coordinator
d		51	Environment/sustainability officer
d		52	Environmental Health Manager
d		53	Environmental Health Officer
d		54	Environmental Services Administration Officer
d		55	Environmental Services Director
d		56	Environmental Services Manager
a		57	Events coordinator/officer
a		58	Executive Assistant / Personal Assistant
a		59	Finance Director
a		60	Finance Manager
a		61	Finance Officer
d		62	Fire Prevention/Security Officer
b		63	Garbage Tip/Resource recovery worker
b		64	Gardener/groundsman/sporting fields curator
b		65	General hand/labourer
b		66	Golf Course Manager/staff
a		67	Governance manager/advisor/officer
c		68	HACC Home & Community Care Officer
c		69	HACC Home Handyman
c		70	HACC Manager/ coordinator
c		71	HACC Respite Worker
b		72	Handyman/ Lockmaster / Caretaker
d		73	Health Inspector
b		74	Horticulturist / Arborist
c		75	Human Resources / Payroll Officer
c		76	Human Resources Manager

<i>Stream</i>	✓		<i>Position</i>
c		77	Human Services coordinator/officer
c		78	Human Services Director / Manager
c		79	Human/community services admin
c		80	Human/community services director
b		81	Infrastructure /Works Director
a		82	IT / GIS Officer/Business analyst
a		83	IT Manager/coordinator
c		84	Kindergarten director/manager
c		85	Kindergarten teacher/assistant
a		86	Lawyer / Legal staff
c		87	Librarian
c		88	Library Manager
c		89	Library Technician / Officer
c		90	Lifeguard / Beach Inspector
b		91	Motor/plant mechanic (including diesel)
d		92	Natural resource management manager/coordinator
d		93	Natural resource management officer
a		94	Occupational Health and Safety Officer
b		95	Parks & Gardens Leading Hand / Team Leader / Ganger
b		96	Parks & Gardens Manager / Supervisor
a		97	Payroll manager/coordinator
a		98	Payroll officer
d		99	Planner
a		100	Planning and environment admin officer
d		101	Planning and environment director
d		102	Planning Assistant
d		103	Planning Manager

Stream	✓	Position
b		104 Plant Operator – Grader Driver
b		105 Plant Operator – Other
b		106 Plumber/gasfitter
c		107 Pool Manager/ Assistant Pool Manager/ Pool Attendant
a		108 Purchasing Officer / Procurement Officer
b		109 Quarry Worker
d		110 Ranger
a		111 Rates Coordinator/officer
a		112 Records Management Manager
a		113 Records Management Officer
c		114 Recreation Officer/ Art gallery / Museum curator/attendant
c		115 Recreation Services Manager / Centre Manager
d		116 Regulatory Services Manager
a		117 Risk manager/coordinator
a		118 Risk officer
b		119 Road Construction / Maintenance Worker/ Line Marker
b		120 Sign Writer
c		121 Social Planner
b		122 Street Cleaner / Graffiti Remover
b		123 Surveyor
b		124 Theatre technicians
c		125 Tourism Officer
d		126 Traffic & Parking Control Officer
b		127 Tree Lopping / Wood Chipping Worker
d		128 Urban and Regional Planning Officer/Inspector
c		129 Volunteer Coordinator
c		130 Waste officer
b		131 Waste Truck Driver

Stream	✓		Position
b		132	Welder/fitter/boilermaker
c		133	Workforce Planner
b		134	Works admin officer
b		135	Works Leading Hand / Team Leader / Ganger
b		136	Works Supervisor
b		137	Works/Civil Engineer - roads, bridges, stormwater etc.
b		139	Works/Engineering Manager
c		140	Youth Coordinator / Officer / Worker

5a. These 2 questions allow us to establish the age and gender profile of each occupation across your jurisdiction and nationally.

Q Please type in the number of male staff by age for each occupation you have at your council...

If you do not have any staff in the age/gender category for that occupation you must enter zero.

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
1	Accountant							
2	Aged Care Coordinator/Officer							
3	Airport Manager/Officer/Groundsman							
4	Animal Control Officer							
5	Architect/landscape architect							
6	Asset Manager							
7	Builder/Building Assistant							
8	Building Inspector (including plumbing)							
9	Building Surveyor							
10	Building Sand property coordinator/officer							

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
11	Caravan Park Operator							
12	Carpenter							
13	Cemetery Officer / Curator / Worker / Grave Digger							
14	Chief Executive Officer (CEO)/General manager							
15	Chief Executive Officer (CEO)/General manager (Deputy)							
16	Childcare Coordinator/Team Leader							
17	Childcare Director/ Manager							
18	Childcare Worker							
19	Cleaner							
20	Communications Manager/coordinator							
21	Communications/media officer							
22	Communications/social media officer							
23	Community Arts/Cultural Coordinator							
24	Community Centre Coordinator/Officer							
25	Community Development Coordinator/Officer							
26	Community Engagement Manager/coordinator							
27	Community Engagement officer							
28	Community Housing Coordinator/Officer							
29	Community safety/Crime Prevention Coordinator/Officer							
30	Community Services Coordinator/Community							

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
	Information Officer							
31	Community Services Manager							
32	Community Transport/Bus Driver							
33	Community Wastewater Management System (CWMS)/Water/Sewerage team leader/worker							
34	Community/immunisation/maternal and child health Nurse							
35	Construction/Drainage Worker							
36	Contracts Management officer							
37	Corporate Services/governance admin officer							
38	Corporate services/governance director							
39	Corporate Services/governance manager							
40	Cultural Awareness / Indigenous Support Officer							
41	Customer Services Manager/Coordinator							
42	Customer Services Officer/Cashier/Reception/Call Centre Officer							
43	Draftsperson /Technical Officer							
44	Driver/Carter							
45	Economic/Business Development Manager / Officer							
46	Electrician/ other electrical trades							
47	Emergency management manager/coordinator							
48	Engineering/infrastructure admin							

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
	officer							
49	Engineering/infrastructure director							
50	Environment/Sustainability manager/coordinator							
51	Environment/sustainability officer							
52	Environmental Health Manager							
53	Environmental Health Officer							
54	Environmental Services Administration Officer							
55	Environmental Services Director							
56	Environmental Services Manager							
57	Events coordinator/officer							
58	Executive Assistant / Personal Assistant							
59	Finance Director							
60	Finance Manager							
61	Finance Officer							
62	Fire Prevention/Security Officer							
63	Garbage Tip/Resource recovery worker							
64	Gardener/groundsman/sporting fields curator							
65	General hand/labourer							
66	Golf Course Manager/staff							
67	Governance manager/advisor/officer							
68	HACC Home & Community Care Officer							
69	HACC Home Handyman							

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
70	HACC Manager/ coordinator							
71	HACC Respite Worker							
72	Handyman/ Lockmaster / Caretaker							
73	Health Inspector							
74	Horticulturist / Arborist							
75	Human Resources / Payroll Officer							
76	Human Resources Manager							
77	Human Services coordinator/officer							
78	Human Services Director / Manager							
79	Human/community services admin							
80	Human/community services director							
81	Infrastructure /Works Director							
82	IT / GIS Officer/Business analyst							
83	IT Manager/coordinator							
84	Kindergarten director/manager							
85	Kindergarten teacher/assistant							
86	Lawyer / Legal staff							
87	Librarian							
88	Library Manager							
89	Library Technician / Officer							
90	Lifeguard / Beach Inspector							
91	Motor/plant mechanic (including diesel)							
92	Natural resource management manager/coordinator							
93	Natural resource management							

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
	officer							
94	Occupational Health and Safety Officer							
95	Parks & Gardens Leading Hand / Team Leader / Ganger							
96	Parks & Gardens Manager / Supervisor							
97	Payroll manager/coordinator							
98	Payroll officer							
99	Planner							
100	Planning and environment admin officer							
101	Planning and environment director							
102	Planning Assistant							
103	Planning Manager							
104	Plant Operator – Grader Driver							
105	Plant Operator – Other							
106	Plumber/gasfitter							
107	Pool Manager/ Assistant Pool Manager/ Pool Attendant							
108	Purchasing Officer / Procurement Officer							
109	Quarry Worker							
110	Ranger							
111	Rates Coordinator/officer							
112	Records Management Manager							
113	Records Management Officer							
114	Recreation Officer/ Art gallery / Museum curator/attendant							

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
115	Recreation Services Manager / Centre Manager							
116	Regulatory Services Manager							
117	Risk manager/coordinator							
118	Risk officer							
119	Road Construction / Maintenance Worker/ Line Marker							
120	Sign Writer							
121	Social Planner							
122	Street Cleaner / Graffiti Remover							
123	Surveyor							
124	Theatre technicians							
125	Tourism Officer							
126	Traffic & Parking Control Officer							
127	Tree Lopping / Wood Chipping Worker							
128	Urban and Regional Planning Officer/Inspector							
129	Volunteer Coordinator							
130	Waste officer							
131	Waste Truck Driver							
132	Welder/fitter/boilermaker							
133	Workforce Planner							
134	Works admin officer							
135	Works Leading Hand / Team Leader / Ganger							
136	Works Supervisor							
137	Works/Civil Engineer - roads,							

	Male	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
	bridges, stormwater etc.							
139	Works/Engineering Manager							
140	Youth Coordinator / Officer / Worker							

5b. These 2 questions allow us to establish the age and gender profile of each occupation across your jurisdiction and nationally.

Q Please type in the number of female staff by age for each occupation you have at your council...

If you do not have any staff in the age/gender category for that occupation you must enter zero.

	Female	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
1	Accountant							
2	Aged Care Coordinator/Officer							
3	Airport Manager/Officer/Groundsman							
4	Animal Control Officer							
5	Architect/landscape architect							
6	Asset Manager							
7	Builder/Building Assistant							
8	Building Inspector (including plumbing)							
9	Building Surveyor							
10	Building Sand property coordinator/officer							
11	Caravan Park Operator							
12	Carpenter							
13	Cemetery Officer / Curator / Worker / Grave Digger							

	Female	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
14	Chief Executive Officer (CEO)/General manager							
15	Chief Executive Officer (CEO)/General manager (Deputy)							
16	Childcare Coordinator/Team Leader							
17	Childcare Director/ Manager							
18	Childcare Worker							
19	Cleaner							
20	Communications Manager/coordinator							
	Position							
21	Communications/media officer							
22	Communications/social media officer							
23	Community Arts/Cultural Coordinator							
24	Community Centre Coordinator/Officer							
25	Community Development Coordinator/Officer							
26	Community Engagement Manager/coordinator							
27	Community Engagement officer							
28	Community Housing Coordinator/Officer							
29	Community safety/Crime Prevention Coordinator/Officer							
30	Community Services Coordinator/Community Information Officer							
31	Community Services Manager							

	Female	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
32	Community Transport/Bus Driver							
33	Community Wastewater Management System (CWMS)/Water/Sewerage team leader/worker							
34	Community/immunisation/maternal and child health Nurse							
35	Construction/Drainage Worker							
36	Contracts Management officer							
37	Corporate Services/governance admin officer							
38	Corporate services/governance director							
39	Corporate Services/governance manager							
40	Cultural Awareness / Indigenous Support Officer							
41	Customer Services Manager/Coordinator							
42	Customer Services Officer/Cashier/Reception/Call Centre Officer							
43	Draftsperson /Technical Officer							
44	Driver/Carter							
45	Economic/Business Development Manager / Officer							
46	Electrician/ other electrical trades							
47	Emergency management manager/coordinator							
48	Engineering/infrastructure admin officer							
49	Engineering/infrastructure director							
50	Environment/Sustainability							

	Female	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
	manager/coordinator							
51	Environment/sustainability officer							
52	Environmental Health Manager							
53	Environmental Health Officer							
54	Environmental Services Administration Officer							
55	Environmental Services Director							
56	Environmental Services Manager							
57	Events coordinator/officer							
58	Executive Assistant / Personal Assistant							
59	Finance Director							
60	Finance Manager							
61	Finance Officer							
62	Fire Prevention/Security Officer							
63	Garbage Tip/Resource recovery worker							
64	Gardener/groundsman/sporting fields curator							
65	General hand/labourer							
66	Golf Course Manager/staff							
67	Governance manager/advisor/officer							
68	HACC Home & Community Care Officer							
69	HACC Home Handyman							
70	HACC Manager/ coordinator							
71	HACC Respite Worker							

	Female	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
72	Handyman/ Lockmaster / Caretaker							
73	Health Inspector							
74	Horticulturist / Arborist							
75	Human Resources / Payroll Officer							
76	Human Resources Manager							
77	Human Services coordinator/officer							
7	Human Services Director / Manager							
79	Human/community services admin							
80	Human/community services director							
81	Infrastructure /Works Director							
82	IT / GIS Officer/Business analyst							
83	IT Manager/coordinator							
84	Kindergarten director/manager							
85	Kindergarten teacher/assistant							
86	Lawyer / Legal staff							
87	Librarian							
88	Library Manager							
89	Library Technician / Officer							
90	Lifeguard / Beach Inspector							
91	Motor/plant mechanic (including diesel)							
92	Natural resource management manager/coordinator							
93	Natural resource management officer							
94	Occupational Health and Safety Officer							

	Female	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
95	Parks & Gardens Leading Hand / Team Leader / Ganger							
96	Parks & Gardens Manager / Supervisor							
97	Payroll manager/coordinator							
98	Payroll officer							
99	Planner							
100	Planning and environment admin officer							
101	Planning and environment director							
102	Planning Assistant							
103	Planning Manager							
104	Plant Operator – Grader Driver							
105	Plant Operator – Other							
106	Plumber/gasfitter							
107	Pool Manager/ Assistant Pool Manager/ Pool Attendant							
108	Purchasing Officer / Procurement Officer							
109	Quarry Worker							
110	Ranger							
111	Rates Coordinator/officer							
112	Records Management Manager							
113	Records Management Officer							
114	Recreation Officer/ Art gallery / Museum curator/attendant							
115	Recreation Services Manager / Centre Manager							
116	Regulatory Services Manager							

	Female	16 - 17	18- 24	25- 34	35- 49	50- 59	60+	Age not known
117	Risk manager/coordinator							
118	Risk officer							
119	Road Construction / Maintenance Worker/ Line Marker							
120	Sign Writer							
121	Social Planner							
122	Street Cleaner / Graffiti Remover							
123	Surveyor							
124	Theatre technicians							
125	Tourism Officer							
126	Traffic & Parking Control Officer							
127	Tree Lopping / Wood Chipping Worker							
128	Urban and Regional Planning Officer/Inspector							
129	Volunteer Coordinator							
130	Waste officer							
131	Waste Truck Driver							
132	Welder/fitter/boilermaker							
133	Workforce Planner							
134	Works admin officer							
135	Works Leading Hand / Team Leader / Ganger							
136	Works Supervisor							
137	Works/Civil Engineer - roads, bridges, stormwater etc.							
139	Works/Engineering Manager							
140	Youth Coordinator / Officer / Worker							

6a/6b The following two questions will measure staff turnover by age and gender.

TIP: This question refers to staff who have joined or left council, and does not refer to internal promotions, secondments or transfers.

Q How many people commenced work in those occupations in the last 12 months?

For each occupation listed please report the number of new starters in the past 12 months. Put zero in boxes where you have no new starters.

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
1	Accountant								
2	Aged Care Coordinator/Officer								
3	Airport Manager/Officer/Groundsman								
4	Animal Control Officer								
5	Architect/landscape architect								
6	Asset Manager								
7	Builder/Building Assistant								
8	Building Inspector (including plumbing)								
9	Building Surveyor								
10	Building Sand property coordinator/officer								
11	Caravan Park Operator								
12	Carpenter								
13	Cemetery Officer / Curator / Worker / Grave Digger								
14	Chief Executive Officer (CEO)/General manager								
15	Chief Executive Officer (CEO)/General manager (Deputy)								
16	Childcare Coordinator/Team Leader								

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
17	Childcare Director/ Manager								
18	Childcare Worker								
19	Cleaner								
20	Communications Manager/coordinator								
21	Communications/media officer								
22	Communications/social media officer								
23	Community Arts/Cultural Coordinator								
24	Community Centre Coordinator/Officer								
25	Community Development Coordinator/Officer								
26	Community Engagement Manager/coordinator								
27	Community Engagement officer								
28	Community Housing Coordinator/Officer								
29	Community safety/Crime Prevention Coordinator/Officer								
30	Community Services Coordinator/Community Information Officer								
31	Community Services Manager								
32	Community Transport/Bus Driver								
33	Community Wastewater Management System (CWMS)/Water/Sewerage team leader/worker								
34	Community/immunisation/maternal and child health Nurse								

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
35	Construction/Drainage Worker								
36	Contracts Management officer								
37	Corporate Services/governance admin officer								
38	Corporate services/governance director								
39	Corporate Services/governance manager								
40	Cultural Awareness / Indigenous Support Officer								
41	Customer Services Manager/Coordinator								
42	Customer Services Officer/Cashier/Reception/Call Centre Officer								
43	Draftsperson /Technical Officer								
44	Driver/Carter								
45	Economic/Business Development Manager / Officer								
46	Electrician/ other electrical trades								
47	Emergency management manager/coordinator								
48	Engineering/infrastructure admin officer								
49	Engineering/infrastructure director								
50	Environment/Sustainability manager/coordinator								
51	Environment/sustainability officer								
52	Environmental Health Manager								
53	Environmental Health Officer								

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
54	Environmental Services Administration Officer								
55	Environmental Services Director								
56	Environmental Services Manager								
57	Events coordinator/officer								
58	Executive Assistant / Personal Assistant								
59	Finance Director								
60	Finance Manager								
61	Finance Officer								
62	Fire Prevention/Security Officer								
63	Garbage Tip/Resource recovery worker								
64	Gardener/groundsman/sporting fields curator								
65	General hand/labourer								
66	Golf Course Manager/staff								
67	Governance manager/advisor/officer								
68	HACC Home & Community Care Officer								
69	HACC Home Handyman								
70	HACC Manager/ coordinator								
71	HACC Respite Worker								
72	Handyman/ Lockmaster / Caretaker								
73	Health Inspector								
74	Horticulturist / Arborist								
75	Human Resources / Payroll Officer								

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
76	Human Resources Manager								
77	Human Services coordinator/officer								
78	Human Services Director / Manager								
79	Human/community services admin								
80	Human/community services director								
81	Infrastructure /Works Director								
82	IT / GIS Officer/Business analyst								
83	IT Manager/coordinator								
84	Kindergarten director/manager								
85	Kindergarten teacher/assistant								
86	Lawyer / Legal staff								
87	Librarian								
88	Library Manager								
89	Library Technician / Officer								
90	Lifeguard / Beach Inspector								
91	Motor/plant mechanic (including diesel)								
92	Natural resource management manager/coordinator								
93	Natural resource management officer								
94	Occupational Health and Safety Officer								
95	Parks & Gardens Leading Hand / Team Leader / Ganger								
96	Parks & Gardens Manager / Supervisor								

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
97	Payroll manager/coordinator								
98	Payroll officer								
99	Planner								
100	Planning and environment admin officer								
101	Planning and environment director								
102	Planning Assistant								
103	Planning Manager								
104	Plant Operator – Grader Driver								
105	Plant Operator – Other								
106	Plumber/gasfitter								
107	Pool Manager/ Assistant Pool Manager/ Pool Attendant								
108	Purchasing Officer / Procurement Officer								
109	Quarry Worker								
110	Ranger								
111	Rates Coordinator/officer								
112	Records Management Manager								
113	Records Management Officer								
114	Recreation Officer/ Art gallery / Museum curator/attendant								
115	Recreation Services Manager / Centre Manager								
116	Regulatory Services Manager								
117	Risk manager/coordinator								
118	Risk officer								

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
119	Road Construction / Maintenance Worker/ Line Marker								
120	Sign Writer								
121	Social Planner								
122	Street Cleaner / Graffiti Remover								
123	Surveyor								
124	Theatre technicians								
125	Tourism Officer								
126	Traffic & Parking Control Officer								
127	Tree Lopping / Wood Chipping Worker								
128	Urban and Regional Planning Officer/Inspector								
129	Volunteer Coordinator								
130	Waste officer								
131	Waste Truck Driver								
132	Welder/fitter/boilermaker								
133	Workforce Planner								
134	Works admin officer								
135	Works Leading Hand / Team Leader / Ganger								
136	Works Supervisor								
137	Works/Civil Engineer - roads, bridges, stormwater etc.								
139	Works/Engineering Manager								
140	Youth Coordinator / Officer / Worker								

		Male new starters				Female new starters			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
141	Works/Civil Engineer - roads, bridges, stormwater etc								
142	Works/Engineering Manager								
143	Youth Coordinator / Officer / Worker								

6c/6d. Q How many people left work in those occupations in the last 12 months?

For each occupation listed please report the number of who left those positions for any reason, including retirement, left the organisation etc in the past 12 months. Put zero in boxes where you have no separations.

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
1	Accountant								
2	Aged Care Coordinator/Officer								
3	Airport Manager/Officer/Groundsman								
4	Animal Control Officer								
5	Architect/landscape architect								
6	Asset Manager								
7	Builder/Building Assistant								
8	Building Inspector (including plumbing)								
9	Building Surveyor								
10	Building Sand property coordinator/officer								
11	Caravan Park Operator								
12	Carpenter								
13	Cemetery Officer / Curator /								

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
	Worker / Grave Digger								
14	Chief Executive Officer (CEO)/General manager								
15	Chief Executive Officer (CEO)/General manager (Deputy)								
16	Childcare Coordinator/Team Leader								
17	Childcare Director/ Manager								
18	Childcare Worker								
19	Cleaner								
20	Communications Manager/coordinator								
	Position								
21	Communications/media officer								
22	Communications/social media officer								
23	Community Arts/Cultural Coordinator								
24	Community Centre Coordinator/Officer								
25	Community Development Coordinator/Officer								
26	Community Engagement Manager/coordinator								
27	Community Engagement officer								
28	Community Housing Coordinator/Officer								
29	Community safety/Crime Prevention Coordinator/Officer								
30	Community Services Coordinator/Community Information Officer								

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
31	Community Services Manager								
32	Community Transport/Bus Driver								
33	Community Wastewater Management System (CWMS)/Water/Sewerage team leader/worker								
34	Community/immunisation/maternal and child health Nurse								
35	Construction/Drainage Worker								
36	Contracts Management officer								
37	Corporate Services/governance admin officer								
38	Corporate services/governance director								
39	Corporate Services/governance manager								
40	Cultural Awareness / Indigenous Support Officer								
41	Customer Services Manager/Coordinator								
42	Customer Services Officer/Cashier/Reception/Call Centre Officer								
43	Draftsperson /Technical Officer								
44	Driver/Carter								
45	Economic/Business Development Manager / Officer								
46	Electrician/ other electrical trades								
47	Emergency management manager/coordinator								
48	Engineering/infrastructure admin officer								

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
49	Engineering/infrastructure director								
50	Environment/Sustainability manager/coordinator								
51	Environment/sustainability officer								
52	Environmental Health Manager								
53	Environmental Health Officer								
54	Environmental Services Administration Officer								
55	Environmental Services Director								
56	Environmental Services Manager								
57	Events coordinator/officer								
58	Executive Assistant / Personal Assistant								
59	Finance Director								
60	Finance Manager								
61	Finance Officer								
62	Fire Prevention/Security Officer								
63	Garbage Tip/Resource recovery worker								
64	Gardener/groundsman/sporting fields curator								
65	General hand/labourer								
66	Golf Course Manager/staff								
67	Governance manager/advisor/officer								
68	HACC Home & Community Care Officer								
69	HACC Home Handyman								

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
70	HACC Manager/ coordinator								
71	HACC Respite Worker								
72	Handyman/ Lockmaster / Caretaker								
73	Health Inspector								
74	Horticulturist / Arborist								
75	Human Resources / Payroll Officer								
76	Human Resources Manager								
77	Human Services coordinator/officer								
78	Human Services Director / Manager								
79	Human/community services admin								
80	Human/community services director								
81	Infrastructure /Works Director								
82	IT / GIS Officer/Business analyst								
83	IT Manager/coordinator								
84	Kindergarten director/manager								
85	Kindergarten teacher/assistant								
86	Lawyer / Legal staff								
87	Librarian								
88	Library Manager								
89	Library Technician / Officer								
90	Lifeguard / Beach Inspector								
91	Motor/plant mechanic (including diesel)								
92	Natural resource management manager/coordinator								

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
93	Natural resource management officer								
94	Occupational Health and Safety Officer								
95	Parks & Gardens Leading Hand / Team Leader / Ganger								
96	Parks & Gardens Manager / Supervisor								
97	Payroll manager/coordinator								
98	Payroll officer								
99	Planner								
100	Planning and environment admin officer								
101	Planning and environment director								
102	Planning Assistant								
103	Planning Manager								
104	Plant Operator – Grader Driver								
105	Plant Operator – Other								
106	Plumber/gasfitter								
107	Pool Manager/ Assistant Pool Manager/ Pool Attendant								
108	Purchasing Officer / Procurement Officer								
109	Quarry Worker								
110	Ranger								
111	Rates Coordinator/officer								
112	Records Management Manager								
113	Records Management Officer								

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
114	Recreation Officer/ Art gallery / Museum curator/attendant								
115	Recreation Services Manager / Centre Manager								
116	Regulatory Services Manager								
117	Risk manager/coordinator								
118	Risk officer								
119	Road Construction / Maintenance Worker/ Line Marker								
120	Sign Writer								
121	Social Planner								
122	Street Cleaner / Graffiti Remover								
123	Surveyor								
124	Theatre technicians								
125	Tourism Officer								
126	Traffic & Parking Control Officer								
127	Tree Lopping / Wood Chipping Worker								
128	Urban and Regional Planning Officer/Inspector								
129	Volunteer Coordinator								
130	Waste officer								
131	Waste Truck Driver								
132	Welder/fitter/boilermaker								
133	Workforce Planner								
134	Works admin officer								
135	Works Leading Hand / Team Leader / Ganger								

		Male separations				Female separations			
		Under 21	21-34	35-49	50+	Under 21	21-34	35-49	50+
136	Works Supervisor								
137	Works/Civil Engineer - roads, bridges, stormwater etc.								
139	Works/Engineering Manager								
140	Youth Coordinator / Officer / Worker								

- 7a. The next three questions will identify the size and shape of the apprenticeship market for local government, and measure training levels in occupations experiencing skills shortages. As well, they will identify gaps between apprenticeship commencements and completions in critical trade occupations.

Q Does your council directly employ any apprentices?

Note that "directly employed" Apprentices does not include those supplied through contract or other arrangements.

- Yes, we directly employ apprentices
 No, we do not directly employ apprentices - You will skip the next 3 questions
 Not able to access that information

- 7b. **Q You said that council directly employed apprentices. How many directly employed apprentices do you have in each of the following trades?**

If none enter zero (0) in the box.

	Number of directly employed apprentices
Electrician	
Plumber	
Gasfitter	
Welder	
Sign Writer	
Motor mechanic	
Diesel/plant mechanic	
Carpenter	
Gardener/greenkeeper/horticulturalist	
Other	

- 7c. **Q In the last financial year did any of your council employed apprentices leave their apprenticeship before completing it?**

- Yes
 No - You will skip the next 2 questions
 Unable to answer - You will skip the next 2 questions

7d.

Q In which of the following trades were the apprentices who DID NOT complete their apprenticeships?

Select all that apply

	Did not complete
Electrician	
Plumber	
Gasfitter	
Welder	
Sign Writer	
Motor mechanic	
Diesel/plant mechanic	
Carpenter	
Gardener/greenkeeper/horticulturalist	
Other (specify)	

8a. The following question is about gender in management in local government, and helps to measure our progress against "The Women in Local Government Strategy" gender equity goals committed to by the states and commonwealth in 2010. These goals include having women in 30% of senior management positions by 2020.

For each of the following levels of management please indicate how many of your managers are male and how many are female in each area of council:

- Level 2 - Directors/senior executive (report to CEO and have managers/team leaders report to them)
- Level 3 - Senior Managers/Managers (Report to Level 2 and AND have Level 4 report to them)
- Level 4 - Coordinators/Line managers/Team leaders (Report to Level 3 OR 2 AND have staff report to them)

Note that not all council's management structures will fit this exactly – it is important that you refer to the definitions of the business streams earlier in this document. As well, read the "level" definitions carefully - almost all eventualities are covered. Where a council has two levels of manager, ie managers reporting to managers, they would all be recorded as level 3.

	Corporate services/ Governance		Engineering Infrastructure		Human/ Community Services		Planning/ Environment	
	M	F	M	F	M	F	M	F
Level 2 - Directors/senior executive (report to CEO and have managers/ team leaders report to them)								
Level 3 - Senior Managers/Managers (Report to Level 2 and AND have Level 4 report to them)								

Level 4 – Coordinators/Line managers/Team leaders (Report to Level 3 OR 2 AND have staff report to them)								
--	--	--	--	--	--	--	--	--

8b. Q Is your current CEO (including acting CEO if relevant) male or female?

- Male
 Female

9a. This question is designed to measure the level of training support provided by local government across critical occupations. Councils will be able to benchmark their training expenditure per employee.

Q In the past financial year, how many staff, by occupation did council support, either financially or in kind including study leave or other flexible arrangements, to continue their studies?

Note that studies could include trainees and council employed apprenticeships, VET, university or professional development courses including short courses and conferences, as well as internal training. In kind support may include study leave etc.

Mandatory training is that which is required for the continuation of employment – ie tickets, certificates, first aid etc. Discretionary training is not required but deemed to be appropriate for the staff member because of the position they hold or their career direction.

Note: please enter as much data here as possible. If councils collects no training data centrally there will be an option to record that and skip past this question.

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
1	Accountant				
2	Aged Care Coordinator/Officer				
3	Airport Manager/Officer/Groundsman				
4	Animal Control Officer				
5	Architect/landscape architect				
6	Asset Manager				
7	Builder/Building Assistant				
8	Building Inspector (including plumbing)				
9	Building Surveyor				

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
10	Buildings and property coordinator/officer				
11	Caravan Park Operator				
12	Carpenter				
13	Cemetery Officer / Curator / Worker / Grave Digger				
14	Chief Executive Officer (CEO)/General manager				
15	Chief Executive Officer (CEO)/General manager (Deputy)				
16	Childcare Coordinator/Team Leader				
17	Childcare Director/ Manager				
18	Childcare Worker				
19	Cleaner				
20	Communications Manager/coordinator				
21	Communications/media officer				
22	Communications/social media officer				
23	Community Arts/Cultural Coordinator				
24	Community Centre Coordinator/Officer				
25	Community Development Coordinator/Officer				
26	Community Engagement Manager/coordinator				
27	Community Engagement officer				
28	Community Housing Coordinator/Officer				
29	Community safety/Crime Prevention Coordinator/Officer				

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
30	Community Services Coordinator/Community Information Officer				
31	Community Services Manager				
32	Community Transport/Bus Driver				
33	Community Wastewater Management System (CWMS)/Water/Sewerage team leader/worker				
34	Community/immunisation/maternal and child health Nurse				
35	Construction/Drainage Worker				
36	Contracts Management officer				
37	Corporate Services/governance admin officer				
38	Corporate services/governance director				
39	Corporate Services/governance manager				
40	Cultural Awareness / Indigenous Support Officer				
41	Customer Services Manager/Coordinator				
42	Customer Services Officer/Cashier/Reception/Call Centre Officer				
43	Draftsperson /Technical Officer				
44	Driver/Carter				
45	Economic/Business Development Manager / Officer				
46	Electrician/ other electrical trades				
47	Emergency management manager/coordinator				

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
48	Engineering/infrastructure admin officer				
49	Engineering/infrastructure director				
50	Environment/Sustainability manager/coordinator				
51	Environment/sustainability officer				
52	Environmental Health Manager				
53	Environmental Health Officer				
54	Environmental Services Administration Officer				
55	Environmental Services Director				
56	Environmental Services Manager				
57	Events coordinator/officer				
58	Executive Assistant / Personal Assistant				
59	Finance Director				
60	Finance Manager				
61	Finance Officer				
62	Fire Prevention/Security Officer				
63	Garbage Tip/Resource recovery worker				
64	Gardener/groundsman/sporting fields curator				
65	General hand/labourer				
66	Golf Course Manager/staff				
67	Governance manager/advisor/officer				
68	HACC Home & Community Care Officer				
69	HACC Home Handyman				

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
70	HACC Manager/ coordinator				
71	HACC Respite Worker				
72	Handyman/ Lockmaster / Caretaker				
73	Health Inspector				
74	Horticulturist / Arborist				
75	Human Resources / Payroll Officer				
76	Human Resources Manager				
77	Human Services coordinator/officer				
78	Human Services Director / Manager				
79	Human/community services admin				
80	Human/community services director				
81	Infrastructure /Works Director				
82	IT / GIS Officer/Business analyst				
83	IT Manager/coordinator				
84	Kindergarten director/manager				
85	Kindergarten teacher/assistant				
86	Lawyer / Legal staff				
87	Librarian				
88	Library Manager				
89	Library Technician / Officer				
90	Lifeguard / Beach Inspector				
91	Motor/plant mechanic (including diesel)				
92	Natural resource management manager/coordinator				
93	Natural resource management				

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
	officer				
94	Occupational Health and Safety Officer				
95	Parks & Gardens Leading Hand / Team Leader / Ganger				
96	Parks & Gardens Manager / Supervisor				
97	Payroll manager/coordinator				
98	Payroll officer				
99	Planner				
100	Planning and environment admin officer				
101	Planning and environment director				
102	Planning Assistant				
103	Planning Manager				
104	Plant Operator – Grader Driver				
105	Plant Operator – Other				
106	Plumber/gasfitter				
107	Pool Manager/ Assistant Pool Manager/ Pool Attendant				
108	Purchasing Officer / Procurement Officer				
109	Quarry Worker				
110	Ranger				
111	Rates Coordinator/officer				
112	Records Management Manager				
113	Records Management Officer				
114	Recreation Officer/ Art gallery / Museum curator/attendant				

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
115	Recreation Services Manager / Centre Manager				
116	Regulatory Services Manager				
117	Risk manager/coordinator				
118	Risk officer				
119	Road Construction / Maintenance Worker/ Line Marker				
120	Sign Writer				
121	Social Planner				
122	Street Cleaner / Graffiti Remover				
123	Surveyor				
124	Theatre technicians				
125	Tourism Officer				
126	Traffic & Parking Control Officer				
127	Tree Lopping / Wood Chipping Worker				
128	Urban and Regional Planning Officer/Inspector				
129	Volunteer Coordinator				
130	Waste officer				
131	Waste Truck Driver				
132	Welder/fitter/boilermaker				
133	Workforce Planner				
134	Works admin officer				
135	Works Leading Hand / Team Leader / Ganger				
136	Works Supervisor				
137	Works/Civil Engineer - roads,				

		Male - Mandatory training	Female - Mandatory training	Male - Discretionary training/study	Female - Discretionary training/study
	bridges, stormwater etc.				
139	Works/Engineering Manager				
140	Youth Coordinator / Officer / Worker				

- 9b. Q Please enter council's total annual training budget (2011/12), including all training, internal and external, across the organisation.**

Note that if you have one, the training travel budget would be a separate line item and not just a notional proportion of the total training budget. The training travel budget would include travel and accommodation costs associated with attending training, including travel to conferences etc. If you don't have separate line item for training travel please type in 0

Training budget \$ _____
 Training related travel budget if relevant \$ _____

- 9c. Q Please enter the total annual payroll for the last financial year (2011/12) (as supplied for the Grants Commission or the ABS Earnings Survey)**

Enter number in whole dollars only

Total wages \$ _____

- 10a. The following question will help to identify those occupations in which there are local, regional or national skills shortages. By quantifying the extent of the skills shortage local government may be able to attract funding to provide more training in those occupations.**

Q Please write in the total number of positions vacant at your council at present, including any that are vacant but not currently being advertised.

A refers to all positions classed as vacant. **B,C** and **D** refer to vacancies currently active, that is council is seeking to fill them. **E** refers to positions which sit on councils books but are not currently being pursued, for strategic, organisational or economic reasons.

Positions that are not filled because of difficulty in attracting candidates must fit into **B, C** or **D**.

Note that **B, C, D** and **E** must add up to **A**.

A Total number of positions currently vacant _____
 B Active positions vacant for less than 6 months _____
 C Active positions vacant for 6 - 12 months _____
 D Active positions vacant for more than 12 months _____
 E Positions vacant but not currently being advertised _____

- 10b. Q You said that you had xxx positions you had been trying to fill for 6 – 12 months, please give up to 3 examples of the positions you are unable to fill.**

Please write one position in each text box - up to three.

Position 1 _____

Position 2 _____

Position 3 _____

- 10c.** Q You said that you had xxx positions that had been vacant for more than 12 months. Please give up to 3 examples of those positions.

Please write one position in each text box - up to three.

Position 1 _____

Position 2 _____

Position 3 _____

- 11a.** The next set of questions will measure the progress in workforce planning across the sector.

Q Which of the following best describes your council's workforce planning status:

- Not planning to do a workforce plan at present
- Have commenced work on a workforce plan
- Have substantially completed a workforce plan
- Have developed and are implementing our work force plan
- Have an established workforce plan which is in place throughout the council.

- 12a.** The next three questions are designed to measure the extent to which diversity targets are being set across the LG workforce and benchmark the rate at which those targets are being met.

This question measures actual employment type by target groups.

Q How many employees do you have in each of these diversity groups?

For each diversity category, please type in how many employees you currently have by gender and whether they are full time, part time or casual. If you have FTE data for each diversity group please enter that as well, otherwise put zero (0) in each of the boxes you do not have an answer for.

Note that staff could fall into more than one category, and may be double counted if appropriate.

Note that the bottom row requires data for all staff – eg. the total number of male full time staff at council, etc.

	Full time		Part time		Casual		FTE if known	
	Male	Female	Male	Female	Male	Female	Male	Female
Indigenous								
Disability								
(CALD) Culturally and linguistically diverse								
Total staff								

- 12b.** This questions measures how many councils actually have diversity targets

Q Does your council have diversity targets?

Please select the appropriate answer.

- Yes - in place
- We are working towards having diversity targets
- No - we have no plans to implement diversity targets at present

12c. This question measure diversity targets across local government.

Q In real numbers what is your target for each of these diversity groups?

For each diversity category, please type in how many employees you currently have by gender and whether they are full time, part time or casual. If you have FTE data for each diversity group please enter that as well, otherwise put zero (0) in each of the boxes you do not have an answer for.

	Total head count	Total FTE (if known)
Indigenous		
Disability		
CALD (Culturally and linguistically diverse)		
Total Full time staff		

13. This question explores emerging workforce development issues, and will be used as a benchmark against which to track workforce development issues over time.

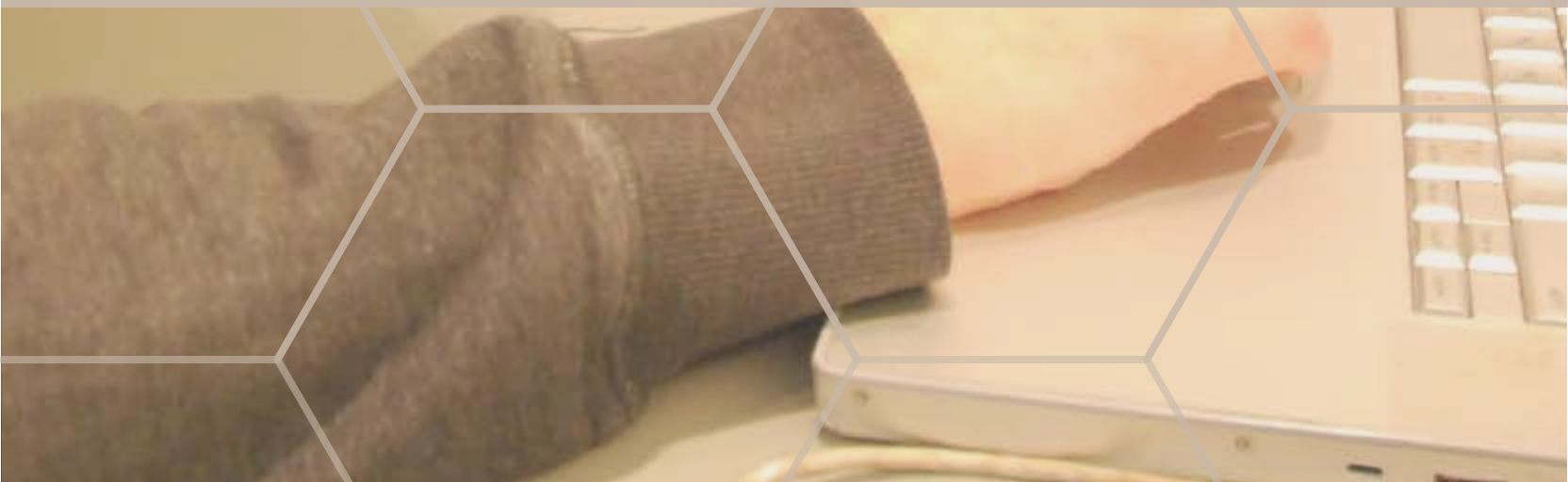
Q What does your organisation consider to be the biggest challenge facing your council in workforce development in the next 12 months?

Please write in your response – be as specific as possible.

14. Please use this space to make comments about the ALGWECensus - how did you find using it? How could we make it better?



Appendix E
Methodology of the Survey



Appendix E Methodology of the Survey

Pilot

The scope of the data to be collected in the survey was agreed by state and territory agencies, local government associations, and employee representative and professional associations. The Survey data collection tool developed by ACELG was piloted with a number of councils across the country, ranging in size and capacity from 150 to 1,500 employees. Pilot councils were selected to represent a cross section of Australian councils by size, geographic location and capacity. Whilst some of the pilot councils had sophisticated HR/workforce systems with which they could gather the data, others collected the data manually.

The main purpose of the pilot was to ensure that the data collection tool was easy to use, and whether the wording of the questions and project information was clear and unambiguous. The pilots were attended by the Survey's project coordinator to ensure that feedback was directly received. Feedback from the pilot surveys was incorporated into the final data collection tool.

The pilot councils are listed in Table 12 below.

Table 12: Pilot Councils

State	Council
New South Wales	Palerang
	Rockdale
Queensland	Sunshine Coast
	Townsville
Victoria	Golden Plains
Western Australia	Stirling Council
	Capel Shire
South Australia	Barossa

ACELG would like to thank the councils who participated in the pilot for recognising the importance of this project and giving their time and expertise to the pilot process.

Data collection

The Survey was conducted nationally using Vovici web survey software between 30 November 2012 and 21 January 2013, with a paper copy of the survey questions provided in advance to local governments for initial data collection. The survey was supported by an information website, written instructions, and both online and telephone support. Along with the invitation to participate, links to the survey were sent by email to every council in Australia, addressed to the Chief Executive Officer (CEO)/general manager.

Response rate

154 local governments across metropolitan, regional, rural and remote Australia participated in the survey, which equates to an average national response rate of 27%. The response rate varied considerably by state, with higher proportions of councils answering the survey within jurisdictions where participation was encouraged by the state/territory agency responsible for local government (WA, VIC, SA and NT) or the local government association (NSW). The lower proportion of responses from Queensland and Tasmania reduced the representativeness of the data for these jurisdictions. Table 13 shows the response rate by state/territory and the range and average number of staff per local government.

Table 13: Profile of participating local governments by state

State/ Territory	Answered Survey	Total LGs	% of LGs	No. of staff (Largest)	No. of staff (Smallest)	No. of staff (Total)	Average staff per LG
NSW	42	155	27.1	1,789	60	21,114	503
WA	44	139	31.7	1,115	12	10564	240
VIC	38	79	48.1	2,433	61	25,172	662
NT	7	16	43.8	462	15	1476	211
QLD	6	75	8.0	1,676	143	4,840	807
TAS	2	29	6.9	312	245	557	279
SA	15	69	21.7	952	18	3,567	238
Total	154	562	27.4			67,291	437

Regional, rural or remote local governments had a lower survey response rate compared to those in metropolitan and urban fringe locations. Local governments that responded to the survey are allocated according to a 5 category version of the Australian Classification of Local Governments (ACLG) category listing (2009) and compared to the distribution of all local governments in Table 14 below. A complete listing of the ACLG category listing is provided at Appendix A.

Table 14: Categorisation of ALGWE Census respondents using ACLG category listing

	LGs in Survey	Total LGs in Australia	% of LGs represented in Survey
Capital City/Metropolitan (CC; D)	40	102	39.2%
Urban Fringe (F)	18	37	48.6%
Regional towns/cities (R)	40	116	34.5%
Rural Agricultural (SG; A)	47	241	19.5%
Rural Remote (T)	9	69	13.0%
Total	154	565	100%

Although 154 councils completed the survey, there were a number of questions skipped by a large number of respondents. The unit non-response rate correlated positively with the increased complexity of the questions, suggesting that the burden of some questions was very high. Without further investigation, it is impossible to be conclusive about the nature of the burden for each of these questions on respondents. However, it seems likely that many local governments did not have

the workforce data available in the form requested which impacted their capacity to answer the questions easily and accurately.

