ENVIRONMENTAL SCAN 2015

CORRECTIONAL SERVICES
LOCAL GOVERNMENT
PUBLIC SAFETY
PUBLIC SECTOR
WATER
DEFENCE

Government Skills
AUSTRALIA

INTRODUCTION

The environmental scan: context, purpose and audience

Rapid advances in technology, seismic shifts in global demography and the rise of the conscientious consumer are just some of the factors that have left economists and policymakers recognising the limited relevance of historical trends and data as a reliable indicator of the future.

Attempts to predict industry's future workforce and skill development needs can be particularly fraught as industries continue to evolve, converge or relocate and as new job roles emerge while others become obsolete.

Leading developed nations are establishing 'early warning systems' to quickly detect the onset of trends and are also building agile vocational training systems capable of responding to issues once identified. Environmental scans have been conceived on this basis.

Specifically, the environmental scan identifies the macro and micro factors currently impacting on the skill needs of the workforce and its composition. It considers how well the national training system, its products and services, and industry itself are responding.

Grassroots evidence and real-time intelligence from across Australia are what sets the environmental scan apart from other reports in the national training system. It captures intelligence gathered from ongoing visits and conversations with industry, key stakeholders, regulators and critically, the people doing the jobs across the sectors who experience firsthand the impact of change. It also draws on a range of topical sources such as the latest industry, enterprise and government research, and international developments. A detailed methodology can be found in Appendix B.

As a document limited in size, the environmental scan does not seek to capture every issue within every sector. It is a snapshot of a continually evolving story that is intended to alert and inform a wide audience and enhance their capacity to act.

The formal audience for the environmental scan is the Department of Education and Training, although its relevance extends far beyond. The document continues to be used extensively by state and territory governments, industry bodies, enterprises and many other stakeholders involved in skills and workforce development.

Environmental scans are produced annually by Australia's Industry Skills Councils as part of their broader role in gathering industry intelligence and undertaking high-quality analysis of the skills needs and profile of the current and future workforce.

This environmental scan has been produced with assistance of funding provided by the Commonwealth Government.

Developed by the Government and Community Safety Industry Skills Council.

Government Skills Australia

Level 11, 147 Pirie Street,
Adelaide, South Australia, 5000

T +61 8 8100 7400
F +61 8 8232 7444
E info@governmentskills.com.au

www.governmentskills.com.au

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Government Skills Australia (GSA) is the national Industry Skills Council (ISC) for the government and community safety sectors, namely correctional services, local government, public safety, public sector and water. GSA is responsible for the continuous improvement of nationally endorsed Vocational Education and Training (VET) training packages and the delivery of workforce development services to enterprises and organisations across these sectors.

In preparation for the 2015 Environmental Scan, GSA has undertaken broad, ongoing consultation with the government and community safety sectors throughout 2014 regarding their respective workforce development needs and related issues. GSA sought further industry intelligence via a three-phased data collection program where qualitative and quantitative insight was gathered from industry stakeholders, enterprises and registered training organisations (RTOs). Further industry feedback was obtained through various engagements with various peak bodies, technical reference groups (TRGs) and industry forums.

Summary of issues and trends in the 2015 environmental Scan

Ageing workforce

Consistent with past iterations of environmental scans, the ageing workforce and associated projected retirements continues to be one of the most critical factors facing the government and community safety sector now and into the future. While some organisations have implemented strategies focussing on knowledge retention, managing the health of the ageing workforce or in developing the next generation of employees, many organisations have no specific strategies in place.

Producing more for less

A combination of financial/budgetary pressures and an increased demand for services has led many organisations to develop strategies to produce 'more with less'. While innovation through the adoption of new technologies has helped some organisations to meet these demands, many organisations have relied on stretching human resources and increasing the scope of duties for individual employees in order to achieve greater efficiency. One of the challenges organisations face is ensuring that staff are adequately trained to perform additional duties.

Legislation and regulation

Changes to legislation or shifts in government regulation and policy are likely to impact on enterprises within the government and community safety sector more than any other given that the majority of enterprises are in fact public sector agencies. Industry feedback obtained by GSA has identified how current policies relating to cutting red tape and streamlining the public sector are directly impacting on enterprises' ability to develop their workforce.

VET sector reform

The current overhaul of the Australian skills and training system has delivered notable impacts on both enterprises and RTOs within the government and community safety sector. Impacts include the discontinuation of various funded programs and development of the Industry Skills Fund, the introduction of new regulatory standards for training providers and changes to administrative and reporting requirements.

These factors, and many others that are described within the 2015 Environmental Scan, are having a major impact on workforce development and training needs.

In addition to technical sector-specific skills, GSA research has identified a number of priority training areas across the government and community safety sector. Leadership and management skills continue to be the most significant focus for enterprises with skills relating to a 'customer centric' business approach such as customer service, teamwork and oral communication also a priority. Emerging skills relating to advanced digital literacy and change management skills were also highlighted by industry and are likely reflective of the changing and innovative market place enterprises find themselves in.

While training budgets across the sector have generally stayed the same or decreased slightly, many enterprises are facing additional training barriers other than cost, with the lack of time to undertake training and inability to backfill staff key obstacles to training. Training providers also face challenges relating to recent and proposed changes to the VET system, increased administrative burdens and changes relating to assessors and trainers.

Industry satisfaction with the training packages, however, is relatively strong with the majority satisfied with the relevance, quality and timeliness of their industry-specific training package.

GSA continues to assist industry in overcoming the aforementioned factors and challenges through various workforce planning and development activities and the continuous improvement of training packages. The 2015 Environmental Scan outlines this activity and provides an overview of the continuous improvement activity for 2015.

Karen Taylor
Chief Executive Officer

INDUSTRY OVERVIEWS

Correctional services

The primary role of the Australian correctional services sector is to effectively manage prisoners and offenders serving community corrections orders, providing a safe, secure and humane environment that takes into account the offenders' needs and the wider community needs. A subsequent aim of the sector is to reduce the risk of re-offending and facilitate a successful reintegration into the community through the provision of services and intervention programs targeting the source of the offending behaviour [1].

Although a component of the wider criminal justice system, responsibility for the management of correctional services lies with state and territory governments, which in turn may outsource responsibility to the private sector through contractual arrangements. Of the 113 custodial facilities managed across Australia in 2012-13, 85 remained government-operated, with 14 twenty-four-hour court cell complexes (NSW only), four transitional centres, one periodic detention centre, and nine private prisons spread across New South Wales, South Australia, Western Australia Victoria and Queensland [1].

The sector continues to experience increased demand with latest Australian Bureau of Statistics (ABS) data for the September 2014 quarter indicating that there were 33,930 prisoners in full-time custody and 56,069 persons in community-based corrections. This reflects an annual increase (from the September 2013 quarter) of 2,787 (8.9%) full-time prisoners and 1,004 (1.8%) persons in community-based corrections. For full-time prisoners, in particular, this increase represents a consistent trend, with the number of prisoners increasing by 18.5% over the last 5 years [2].

In line with this growth in demand, the sector has seen comparable workforce growth. For example, from November 2009 to November 2013, the number of employed prison officers rose from 16,300 to 17,200, an increase of 5.5% [3].

Local government

Local government is the third tier of government in Australia with primary responsibility for providing a range of local services to its constituents, including but not limited to:

- infrastructure and property services
- provision of recreation facilities
- health services
- community services
- building services
- administration of facilities
- cultural facilities and services.

Currently, 563 councils operate in the 6 Australian states and in the Northern Territory, with over half operating in New South Wales (152) and Western Australia (141) [4]. This change in the number of councils from past years occurred in Queensland with the following councils created:

- Noosa Shire Council de-amalgamating from the Sunshine Coast Regional Council
- Livingstone Shire Council de-amalgamating from the Rockhampton Regional Council
- Mareeba Shire Council de-amalgamating from the Tablelands Regional Council
- Douglas Shire Council de-amalgamating from the Cairns Regional Council [5].

Local government is funded through a combination of rates, user charges and government grants. Despite this mixed funding, local government has been increasingly influenced by community expectations to provide services comparably with the private sector through efficiency and quality of service [6][7].

Public safety

The Australian public safety sector plays a key role in in the preparation for, response to, and recovery from natural and man-made threats. Consisting of police, defence, fire, search and rescue (aquatic and land-based), emergency services and emergency management, the diverse nature of the sector necessitates a highly-trained and responsive workforce capable of responding to threats, maintaining community safety and collaborating across agencies and jurisdictions.

The fire sector encompasses rural, metropolitan, land management and aviation-based fire services. Organisations within the fire services industry are responsible for protecting the community from fire and other emergencies. This not only incorporates responding to fires, but also improving community preparedness and awareness of fire risk. There were 18,208 paid and support personnel, and 222,344 volunteer firefighters across Australia in 2012-13 [1]; however, this number is likely to be an under-representation, as fire management personnel (responsible for activities associated with the management of fire-prone public land including national parks, state parks and forests) are not included, nor are emergency services personnel operating within the resources sector.

The emergency services sector incorporates the state emergency services (SES) and emergency management organisations. Emergency services are responsible for disaster preparedness, disaster awareness and the coordination of rescue, response and recovery. There are approximately 600 paid staff and over 25,000 volunteer staff within the SES. The Australian Emergency Management Volunteer Forum recently reported over 500,000 volunteers from all of their member organisations within the emergency management and response areas across Australia [2].

Police services, including state and territory police departments and the Australian Federal Police, are responsible for the provision of a safe and secure community environment. Roles performed by the police include responding to criminal offences and life-threatening situations, provision of services to the judicial process, and the enforcement of road safety and traffic management. There were 67,770 operational and non-operational police in Australia in 2012-13 [1].

The public safety sector also includes surf lifesaving, which is responsible for protecting Australia's public swim centres, beaches and coastlines via patrols, education and training, and the promotion of health and fitness [3]. Surf Lifesaving Australia has over 165,000 members across 311 clubs. In 2012-13, paid and volunteer lifeguards and lifesavers performed over 11,000 rescues across Australia [3].

The volunteer workforce is crucial to the operation of many agencies within the public safety sector. Volunteering is a strong tradition in Australia with over 6.4 million volunteers across the nation [4]. Within the public safety sector, volunteers are seen as essential to providing the capacity needed to respond to many types of emergency, and complement the services that are fully funded by state and territory governments [2].

In 2014, GSA continued to investigate the training and skills needs of the public sector volunteer workforce through a joint research project with the National Centre for Vocational Education and Research (NCVER) and Country Fire Service (CFS). The research studied the contribution of Public Safety Training Package accredited training to volunteers' working careers outside of the CFS.

Defence

The Australian Defence Force (ADF) consists of the Navy, Army, Air Force and members of the Australian Public Service (APS). The main role of the ADF is to 'deter or defeat attacks on our territory, contribute to the stability and security of Australia's immediate region and help meet our international obligations' [5].

In 2013-14, there were 56,922 ADF personnel across the Navy (13,921), Army (29,010) and Air Force (13,991) [6]. In addition, there were 19,741 in the Reserve Force and 19,988 in the APS [6].

In 2014-15, it has been projected that there will be an increase in the ADF permanent force to 58,839 (Navy: 14,318, Army: 30,383, Air Force: 14,138) and a slight increase in the Reserve Force (19,950) and APS staff (20.092) [8]. There are over 350 defined career streams within Defence, each with designated patterns of education, training and experience. Many of these careers are directly comparable to careers in other industries.

In 2012, the National Skills Standards Council (NSSC) endorsed the Defence Training Package (DEF12) which formally separated the Defence training material from the Public Safety Training Package. Defence is committed to an ongoing relationship with the public safety sector and continues to engage with public safety peak bodies and the IAC. For the purpose of the 2015 Environmental Scan, information relevant to the Defence sector will be presented in conjunction with public safety information to reflect this relationship; however, where necessary, Defence-specific information has been identified and presented separately to public safety information.

Public sector

The public sector comprises federal and state/territory governments, statutory bodies and state-owned corporations. The public sector employs approximately 1.7 million people according to recent data [7].

Public sector employees play a key role in the development, review and implementation of government policies and provide an array of services for the community. There is a diverse range of occupations within the public sector, spanning areas including education, health, policy, finance, police and emergency services.

The public sector tends to employ a higher number of university graduates due to the analytical nature of the work. Traditionally, the public sector employs a higher proportion of women compared to other sectors. Women typically comprise greater than 60% of the public sector workforce in each state and territory, with female participation in the Western Australian public sector the largest in any state or territory at 71.9% [8].

As discussed in detail within this environmental scan, the public sector is facing a number of significant workforce challenges in response to an ageing workforce, continued budgetary constraints and an Australian-wide trend of downsizing the public sector.

Water

The water sector in Australia provides a range of critical services including the provision of drinking water, irrigation water and wastewater management. It has recently been estimated that the sector employs in excess of 80,000 staff; however, more accurate numbers have not been reported to date [9].

The water sector includes:

- water sourcing, treatment, supply and distribution
- wastewater collection and treatment, and reuse of stormwater, wastewater and bio-solids
- water quality management, monitoring and measurement [10].

The supply of urban water has tended to be in decline since 2005-06 when the median annual residential water supplied was over 200kL per property – that sank to approximately 160kL per property in 2010-11. However, since 2011 the supply of urban water has gradually increased with the 2012-13 approximate reading at 177kL per property, a 6% increase from the year previously [11].

One of the key challenges facing the water sector is lack of a national consensus and classification of common roles, leading to difficulties in workforce planning, skills gaps and in identifying adequate funding opportunities. In response to this GSA developed and launched the Australian Water Occupations Framework (AWOF) in 2014, in consultation with the water sector. The AWOF aims to provide a guide for industry in identifying skills gaps and training needs mapped to nationally endorsed qualifications.

1 LATEST INDUSTRY INTELLIGENCE

Current and emerging issues

In November 2014, leaders from 19 member countries plus the European Union arrived in Brisbane for the annual Group of 20 (G20) summit. While many macro-level issues were discussed at the summit, such as the impact of climate change and the continued recovery from the global financial crisis, delivering improved global growth and creating quality jobs for people around the world was considered the highest priority [9].

As part of the forum, the Business 20 (B20) sought to provide industry based recommendations to the G20. One component of this process was the B20 Human Capital Taskforce which sought to build the skill-sets, capability, flexibility and adaptability of the workforce so that job growth complements economic growth. One of the five recommendations tabled by the B20 Human Capital Taskforce was to increase the alignment and responsiveness between the learning ecosystem and workforce needs by:

- aligning curricula with workforce and industry needs, utilising multiple learning pathways and models
- building basic skills for the digital age
- enabling a flexible system of lifelong learning
- undertaking efforts to reskill workers displaced as a result of fallen industries [10].

This recommendation seeks to develop a skilled workforce that is capable, flexible and adaptable to participate in the workforce, in response to industry demands and the wider changes caused by innovation and technological advancement.

The recommendation highlights a changing workforce environment where “lifelong learning and career reinvention becomes the norm” and the need for the workforce to be resilient and change agents [10].

Across the five government and community safety sectors that GSA represent there are a variety of factors that will shape future workforce needs. GSA research and data collection activities have identified a series of common trends and issues across all five government and community safety sectors. These cross-sector issues are summarised in the following pages.

Cross-sector issues and trends

Ageing workforce

Both qualitative and quantitative feedback from all five government and community safety sectors reinforced a consistent finding that the ageing Australian workforce continues to be a key factor facing many enterprises across the sectors.

Eighty-two per cent of respondents to GSA's enterprise survey identified an ageing workforce and the associated projected retirements as likely to impact their workforce over the next 5 years. This is consistent with the percentage of respondents citing this factor in both the 2014 (86%) and 2013 (78%) Environmental scans.

Although the impact of large scale retirements within relatively quick succession has obvious operational implications, industry feedback has suggested that the potential impact of an ageing workforce is far more complex. Three key themes were identified as being issues facing organisations because of an ageing workforce, these themes included:

- loss of knowledge/skill
- management of an ageing workforce
- difficulty in finding youth/employees to replace retirees.

The loss of skills and knowledge represents the most common impact of the ageing workforce with the potential loss of organisational and industry-specific knowledge (93% of respondents), loss of mentoring capacity or passing on information to younger staff (59%) and loss of technical skills (58%) a concern for many respondents. Challenges relating to managing the ageing workforce include managing health issues at work (57%), managing workplace flexibility needs (50%) and WHS/OHS issues (32%). The final impact relates to potential difficulties in recruiting younger employees with comparable skills (52%) and replacing the potential large number of retirees (30%).

In the past year, the Federal Government has continued a recent trend of macro-economic reform to support the labour force participation of older workers and ease the pressure of an ageing workforce on industry. Most notable of these reforms has been the raising of Age Pension eligibility age to 70 by 1 July 2035 [11]. At the organisational level, however, organisations have responded to varying degrees, with 12% of respondents to the enterprise survey suggesting that no organisational strategies are in place to respond to the ageing workforce. For those with strategies in place, succession planning (61%) and flexible working hours (56%) were the most common, with phased/part time retirement (49%) and health and wellbeing policies such as gym membership (43%) also readily used. Only 9% of enterprises identified training older workers as a current focus, a proportion similar to that found in the literature.[12]

Financial pressures

Feedback obtained by GSA identified that across all sectors, the economic climate and budgetary constraints formed a critical barrier to organisations. Financial pressures were seen to impact not only on organisational training budgets (67% of training budgets either remained the same or decreased in 2013-14) but on the wider viability of many organisations.

A need to produce 'more with less', a perceived emphasis placed on front-line operations rather than training and workforce development and the discontinuation of various government funded programs that support training (such as the NWDF and WELL training) contributed to a downturn in training. Indeed, feedback from RTOs suggested that training was given less priority in 2013-14, with 39% suggesting enrolments had decreased.

Growth in demand

In addition to the need to deliver services with budgetary constraints/financial pressures, demand for services is generally on the increase across the government and community safety sectors, leading to a need for organisations to produce 'more with less'.

The causes of this increase in demand is often specific to each sector, however the overall ageing population and continued population growth have placed increased demand on those enterprises with community-focussed services. Increased community expectations of how enterprises engage with the community was cited though GSA's qualitative and quantitative data collection. A movement away from the traditional 'rates, roads and rubbish' services delivered by local councils, for example, continued to be a key trend facing local governments across Australia.

Legislation/regulation

Legislation and regulation are having significant impacts on many enterprises across the government and community services sector, with organisations continually updating their operations in response to changing needs and priorities. In certain situations, this has involved a reshaping of the workforce with additional training/qualifications needed for staff that previously did not require training or changes required through the modernisation of employment awards.

A key theme that surface from both qualitative and quantitative feedback was the current trend to 'cut red tape' within the public sector and the Australian Government plan to cut $1 billion in red tape annually [13]. In some cases, however, the emphasis on cutting red tape has meant that legislation changes have occurred rapidly, making it difficult for affected enterprises to implement the changes.

Increased scope of duties for individual workers

The increased scope of staff is unique in its impact on the industry as it has potential to have both positive and negative outcomes. On one hand, multi-skilling and increasing the scope of duties can improve job satisfaction and improve the skill set of employees; it can also be a symptom of understaffing and can lead to negative outcomes for both staff and the organisation.

Industry feedback tended to suggest that the prevalence of this factor was generally a result of budgetary restraints and a need for enterprises to find greater efficiencies with the same (or fewer) number of staff. This short-term approach to increasing efficiency is increasingly becoming more common across all sectors.

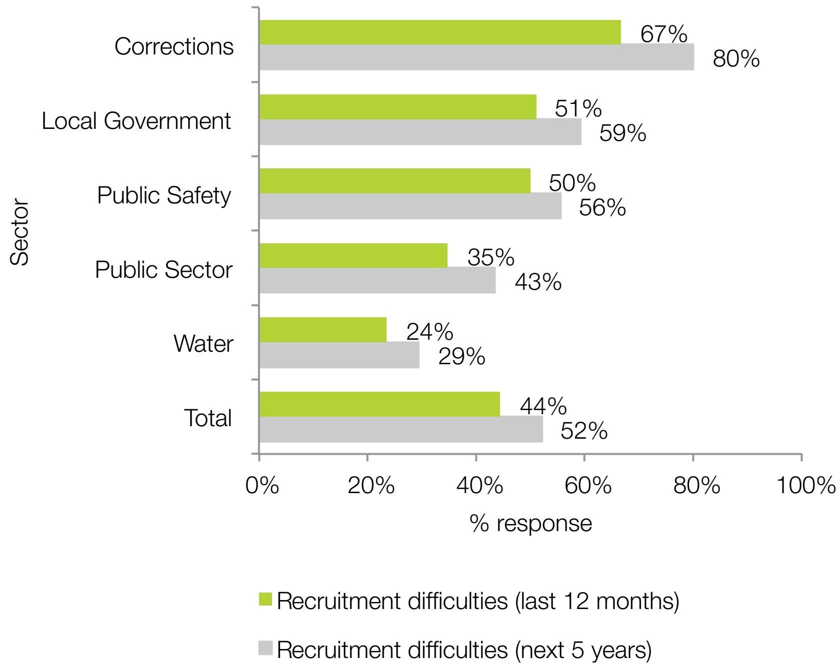
Some organisations are also of the view that the need for staff to apply themselves to a variety of different job functions is increasingly becoming the norm. To this end, some organisations have developed recruitment strategies to attract 'generalist' employees rather than technical specialists.

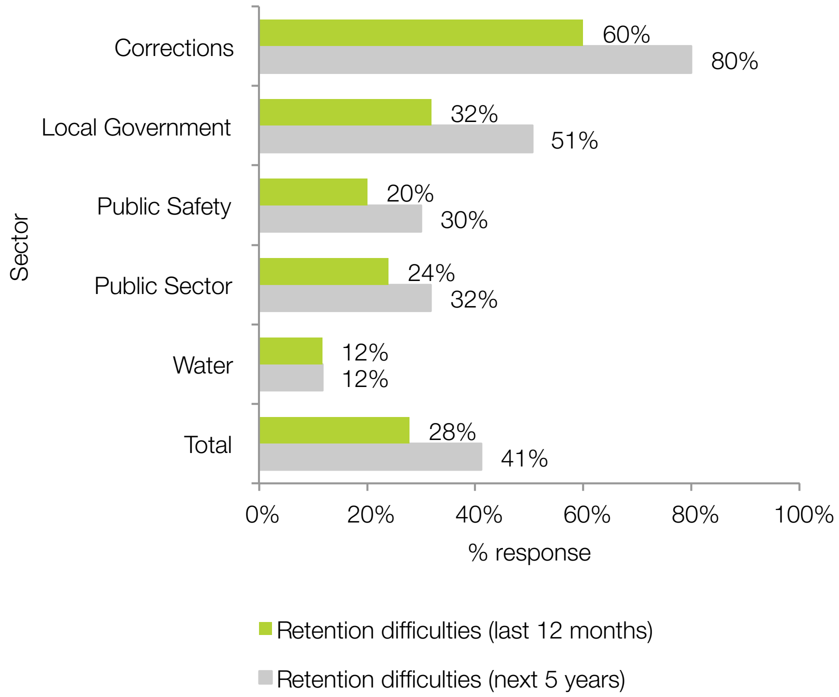
Attraction and retention of staff

The attraction and retention of qualified staff remains one of the key factors impacting enterprises across each sector. As Figure 1 illustrates, 44% of enterprises surveyed has experienced recruitment difficulties within the 12 months preceding the survey with 52% anticipating recruitment difficulties in the coming 5 years. While different sectors experienced different levels of difficulty, the source of the difficulty was relatively consistent with enterprises indicating salary competition and a lack of suitably skilled workers the contributing reasons. The location of the organisation and attractiveness of other industries (in particular the mining industry) were also cited across sectors.

This is not the first time industry feedback has suggested a lack of suitably skilled workers is hampering recruitment efforts. In 2013, 45% of Australian hiring managers suggested that they face difficulties filling positions because of a lack of suitable candidates, affecting the organisation's ability to compete/be productive as well as its ability to serve clients. Compared to the international average (35%) the Australian human capital environment remains a difficult one for employers and is testament to the need to develop a capable and skilled workforce to meet industry demands [14].

Chart 1 and Chart 2: Recruitment and retention difficulties over the last 12 months and in the next 5 years by sector





Retention was also a concern for many enterprises across the sectors with a little under one-third of enterprises experiencing retention issues within the last 12 months and 41% expecting retention issues in the coming 5 years (Chart 1). Pending retirements, the attractiveness of other sectors and lack of a clear career pathway were key reasons for this real/expected retention difficulty.

VET sector reform

As reported in the 2014 Environmental Scan the VET sector in Australia is in the midst of a period of considerable change. In 2014, it was announced that the National VET system would undergo reform with the aim of creating a more agile and adaptable system that is able to keep pace with the changing nature of work. The following six points were agreed upon by Federal Ministers as guiding principles of what the reformed VET system will look like:

- A national VET system which is governed effectively with clear roles and responsibilities for industry, the Commonwealth and the states and territories
- A national system of streamlined industry-defined qualifications that is able to respond flexibly to major national and state priorities and emerging areas of skills need
- Trade apprenticeships that are appropriately valued and utilised as a career pathway
- A modern and responsive national regulatory system that applies a risk-management approach and supports a competitive and well-functioning market
- Informed consumers who have access to the information they need to make choices about providers and training that meets their needs
- Targeted and efficient government funding that considers inconsistencies between jurisdictions or disruption to the fee-for-service market.[15]

Other changes include the discontinuation of various grants including the WELL and NWDF grants, and the establishment of a new $476 million Industry Skills Fund that, as of 2015, will provide up to 200,000 training places and support services over four years.

Changes to mandatory reporting and the introduction of the Unique Student Identifier (USI) as detailed in the 2014 Environmental Scan, continue to be highlighted by training providers across the sector as drivers of increased administrative burden. Increased cost of compliance and changes to the requirements for assessors and trainers were also identified as challenges faced by providers. For a more detailed overview of the issues faced, please see Section 3 of this 2015 Environmental Scan and throughout the sector-specific appendices.

Increased workforce diversity

Increasing diversity in the workforce to better reflect the community continues to be a key priority for many organisations. While many organisations have in place strategies to encourage cultural and gender diversity, increasing the number of people with a disability in the workforce is less well established.

Increased professionalism across sectors

Feedback received by GSA indicated that the government and community safety sector is experiencing an increased drive towards professionalism. This encompasses an increase in technical skills to reflect the greater complexity in many roles within the sector, and an increased drive to develop generic skills to meet increasing demand for services.

Whether this be through the development and acceptance of a certification framework (as in the water sector) or through increasing the capacity of staff to meet agreed benchmarks of performance (as in the corrections sector), the benefits of professionalising the workforce include instilling a sense of worth and achievement in workers, encouraging a professional and positive work culture and emphasising the importance and value of training and continuous improvement.

Impact of new technologies

As reported in the 2014 Environmental Scan, emerging technologies will likely have a major impact on how organisations operate over the next 5 years and beyond. In Australia, the ICT industry is projected to grow to 7.1% of the total workforce by the year 2017 [16] with international figures also supporting this trend [10].

The rapid changes in technology places pressure on traditional job categories with those jobs requiring low skill-sets particularly at risk. On the other hand, the same advancements in technology create more demand for workers with technological and digital skills. The role of skill development and matching skills to industry now and for the future is critical [10].

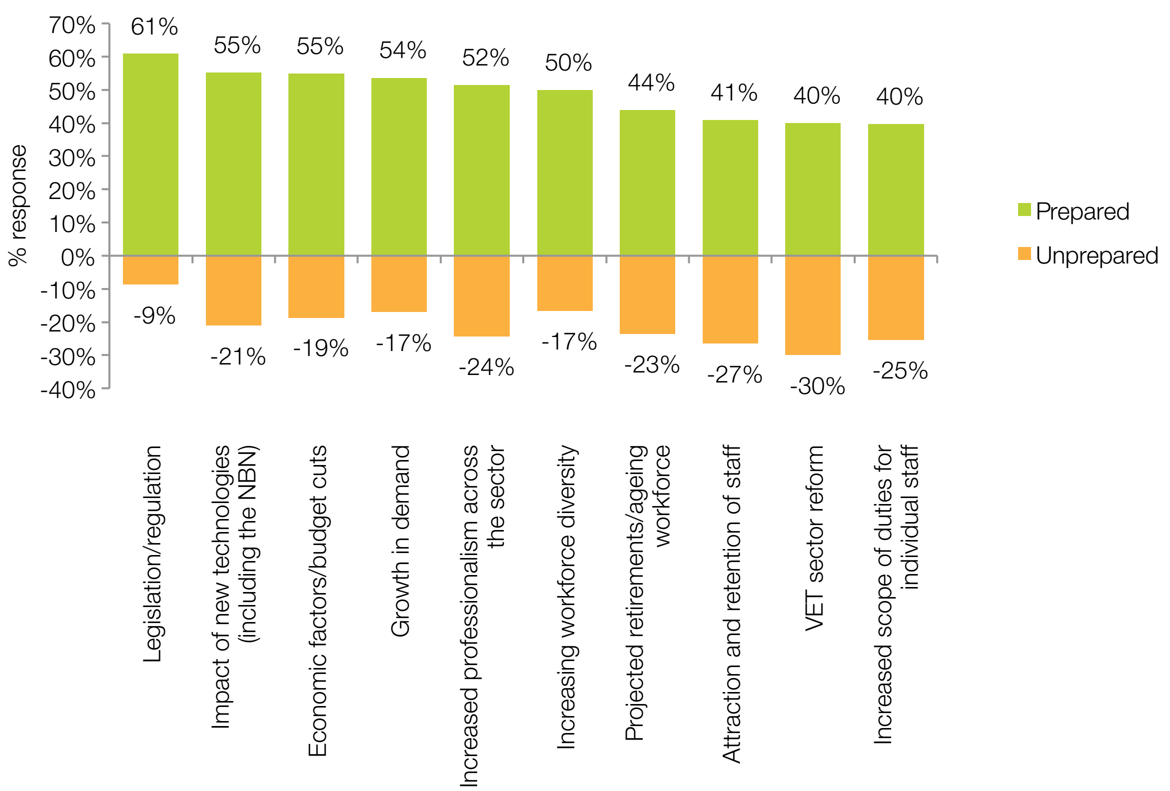
Emerging technologies are being implemented across the sectors to increase efficiency, improve internal and external communication, support flexible working environments and to provide innovative solutions for customers. One of the challenges facing each sector is the need for staff to possess a high level of digital literacy, and the need for ongoing training to ensure that these technologies are used most effectively.

Preparedness to face these issues

Although the cross-sector issues identified above have remained relatively consistent with past environmental scans, the degree to which each organisation feels adequately prepared to face each factor over the coming years is varied.

As can be seen by Figure 3, individual enterprises across the sectors feel relatively well prepared to face legislation/regulation changes, impacts of new technologies and economic factors/budget cuts. On the other hand, less than half of enterprises felt that they were prepared to face an ageing workforce, attraction and retention issues, VET sector reform and an increased scope of duties.

Chart 3: organisational preparedness to face cross-sector issues and trends over the next 5 years



2 IDENTIFIED WORKFORCE DEVELOPMENT NEEDS

Challenges, skill gaps and opportunities

The government and community safety sectors face a number of workforce development challenges, ranging from identifying and managing skills gaps to developing strategies to build skills internally. For a detailed overview of current and emerging skills shortages and the subsequent strategies in place for each sector, please refer to the sector-specific appendices at the end of the 2015 Environmental Scan.

A common theme across the sectors was the lack of time and resources afforded to identifying workforce development gaps and, importantly, to implementing strategies to overcome these gaps. In addition, approximately one-quarter of industry respondents identified limited internal expertise in workforce planning and development as a critical barrier.

As reported in the 2014 Environmental Scan, the lack of clear identification of job roles in the Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes continues to be a challenge for organisations, particularly in relation to identifying workforce development needs and workforce reporting. In 2014, GSA championed a Water Occupations census of industry to count the number of occupations described under the Australian Water Occupations Framework. Please refer to the Water section for more information on the census.

Cross-sector skills needs

In addition to the various sector-specific skills needs identified in each of the appendices, a number of general skills needs have been recognised as being in need across all sectors. Respondents to the enterprise survey revealed that priority training areas include leadership and management, teamwork, customer service and ICT/digital literacy. Core skills such as oral communication, report writing and reading and writing also remained important areas of focus across sectors.

Leadership and management

Despite sometimes being used interchangeably, leadership skills and management skills represent differing but equally important skill-sets that are critical to effective workforces. Although many definitions exist, Lunenburg suggests that leadership skills involve challenging the status quo, inspiring and persuading people at all levels. Management skills, on the other hand, reflect the skills required to maintain a smoothly functioning workplace [17].

The benefits of effective leaders and managers are widely known. As highlighted in the 2014 Environmental Scan, leadership and management skills contribute greatly to the workforce productivity through improving resource allocation, ensuring effective utilisation of workplace skills and lead to improved organisational decision making [18] [19]. Research has also identified that the variance in leadership effectiveness is linked to variances in organisational profits and other bottom-line outcomes [20].

Given this importance, the fact that 67% of all organisations responding to the enterprise survey cited leadership and management skills as a priority training area is testament to the demand for these skills across the sectors. A number of organisations have also continued to provide formal leadership training to help improve leadership capabilities. Others still have created targeted leadership programs that aim to improve capabilities of workers at different levels within the organisation.

This finding is not surprising, with other research pointing to a growing demand for high quality leaders and managers. In a survey of over 2,000 working Australians, researchers at the Centre for Workplace Leadership at the University of Melbourne found that 75% of the workforce believed that workplaces across the country are in need of better leadership and management [21]. Business leaders also consider the management capability in Australia to have fallen for the second consecutive year according to the Australian Institute of Management [22].

Teamwork

Teamwork is not a single definable skill set, rather it encompasses a large number of teamwork based competencies including skills such as communication, situation awareness and role clarity [23]. Across the government and community safety sectors, working in effective teams has become crucial, as such, 60% of respondents to the enterprise survey suggested that teamwork is a training priority within their organisations.

The importance placed on teamwork is likely related to the aforementioned trend of an increased scope of work for individual staff. This means that staff are spread wider across organisations, likely resulting in a need to work effectively with a variety of teams across the organisation.

Team building and resilience training have been utilised by some organisations to help develop the various skills related to teamwork.

Customer service

Both qualitative and quantitative research conducted by GSA validated the popularity of a customer or citizen centric philosophy across the government and community safety sectors. This philosophy emphasises the role of the end-customer or citizen and places them in the centre of every aspect of organisational activity.

With such an emphasis placed on the customer, it is unsurprising that 60% of respondents to the enterprise survey cited customer service as a priority training area. This was also more likely to be a training priority for enterprises within the local government, water and public sectors.

Digital literacy and ICT skills

Over half of organisations responding to the enterprise cited a priority training area within the field of digital literacy and ICT.

The continued rise of technology provides the potential for both risk and reward for organisations. On one hand, it provides an opportunity to create greater efficiencies within the organisation through innovative technologies, not only in operations but also in communicating with customers/citizens external to the organisation.

It is estimated that by 2012, 80% of the world population will have access to mobile telephones, with 50 billion digital devices being accessed [24]. Indeed, the need to communicate with an increasingly technologically savvy society necessitates skill development in social media and other technology driven communication channels.

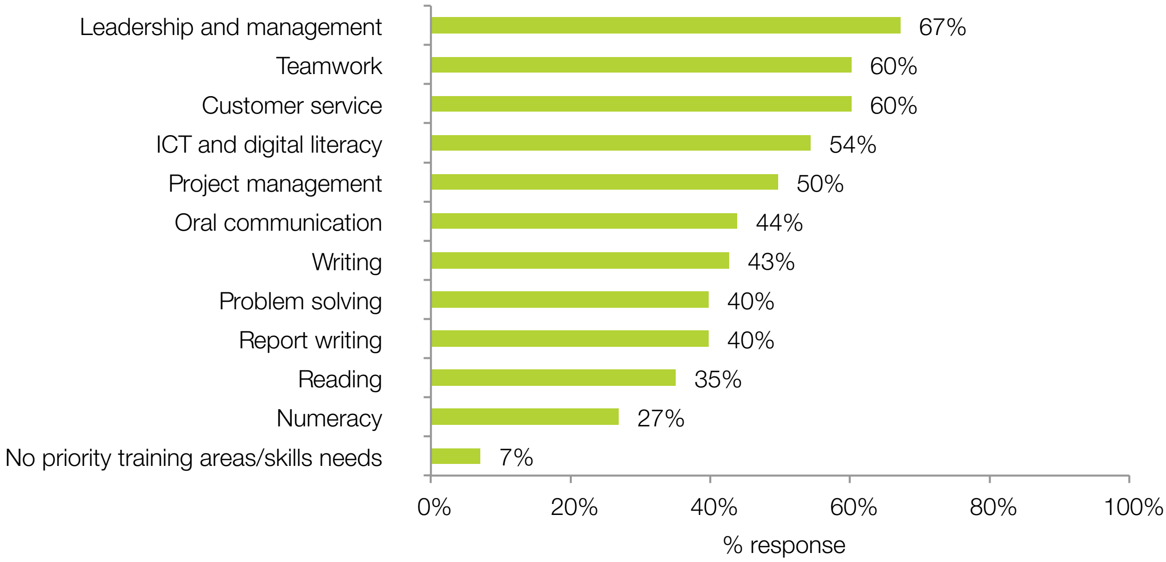
On the other hand, the increasing technology poses a risk to many workforces, particularly low skilled jobs. For example, Frey and Osborne (2013) suggest that nearly half of all US employment is in high risk of being made redundant due to computerisation [25]. Although there is no specified time placed on this prediction, the authors suggest that this occur within a decade or two. Given this prediction, developing skills within digital literacy and ICT itself could help to safeguard employment into the future.

Foundation skills (including language, literacy and numeracy)

The definition of foundation skills has evolved from its original reference to basic or entry level skills to include all core skills as defined by the Australian Core Skills Framework (ACSF) as well as those skills identified by employers as being critical to the role. Hence, the term foundation skills is extremely broad and includes skills such as problem solving, learning, reading, writing, oral communication and numeracy.

As Chart 4 shows, many of the generic foundation skills were considered to be priority training areas by 40-50% of enterprises with project management (50%), oral communication (44%), writing (43%), report writing and problem solving (40%) all relatively well represented.

Chart 4: Generic and foundation skills (including LLN) considered to be priority training areas for enterprises.



Literacy and numeracy skills

A recent report suggests that 14% of Australians aged 15-74 have low literacy; classified as level 1 or below (that is, can read only relatively short texts and can locate only a single piece of information) [26].

However, literacy (43% for writing and 35% for reading) and numeracy (27%) were less likely to be identified as priority training areas than many of the other foundation skills. One possible reason for this is that the rise in technology, coupled with a constantly changing environment, will lead to significant changes in demands on core foundation skills such as literacy and numeracy with a greater demand placed on skills such as technological literacy, creativity, problem solving, critical thinking and resilience [10].

Regardless of the reasons, reading, writing and numeracy represent an important skill set given the potential negative impact poor LLN skills can have on workforce productivity [27] and the potential risk to employee safety in high pressure environments. Increasing literacy and numeracy levels also has a positive effect on labour outcomes [28] and has been shown to lead to improved likelihood of employment and increases in wage levels [26].

GSA Workforce development activity

In 2014, GSA continued to offer services and advice regarding workforce planning and workforce development across the government and community sectors.

GSA workforce development audit and analysis service

During the 2013-14 financial year, GSA's workforce development team completed 10 workforce development audits across the corrective services, water, local government, public sector and public safety sectors – 8 more were underway at time of print. In addition, the team ran a number of workshops to help promote the use of workforce development strategies and improve workforce planning.

The workforce development audits uncovered a number of trends consistent with the results of the enterprise survey, including a need to prepare for imminent retirements and create strategies for an ageing workforce, difficulties in attraction and retention of staff and meeting workforce diversity targets.

3 CURRENT IMPACT OF GSA TRAINING PACKAGES

GSA training packages

GSA has responsibility to manage, maintain and continuously improve the six nationally endorsed VET training packages for the government and community safety sectors.

GSA is responsible for the following training packages:

> CSC12 Correctional Services Training Package
> DEF12 Defence Training Package
> LGA04 Local Government Training Package
> PUA12 Public Safety Training Package
> PSPS12 Public Sector Training Package

Table 1 represents the number of RTOs with qualifications or units of competency on scope for each of GSA's training packages.

Table 1: registered training organisations with GSA training package qualifications and/or units on scope as of January 2015

Code	Training package	Number of RTOs
CSC	Correctional Services	22
DEF	Defence	21
LGA	Local Government	67
PUA	Public Safety	127
PSP	Public Sector	110
NWP	Water	51

Source: training.gov.au

NCVER enrolments and completions

The national data sets collected by NCVER provide some insight into the uptake and completion rates of GSA training packages, as seen in Table 2 and Table 3. Care should be taken when interpreting these figures that take into account only publically funded training and fee for service training delivered by public providers. The majority of training undertaken across the government and community safety sector attracts no government funding and hence the data below underrepresents the true uptake and completion of GSA training packages.

With these limitations in mind, some of the key points of interest include:

> Overall training package enrolments in 2013 remain consistent with previous years, hovering around the 10,000 enrolment mark.
> Completion rates continue to climb between the 2009-12 period, with levels reaching a high of over 5,000.
> CSC was the only package to see enrolments increase in 2013.
> Completion rates for both PSP and NWP improved from 2011-2012.

Table 2: enrolments in GSA training packages 2009-2013

Code	Training package	2009	2010	2011	2012	2013
CSC	Correctional services	705	624	779	638	703
LGA	Local Government	763	797	944	783	556
PUA	Public Safety	2,628	2,925	2,154	2,394	2,019
PSP	Public Sector	3,844	4,681	4,832	5,221	4,574
NWP	Water	1,284	1,818	3,892	2,635	2,460
DEF	Defence	n/a	n/a	n/a	n/a	52
	Total activity	**9224**	**10845**	**12601**	**11671**	**10364**

Source: National Centre for Vocational Education Research (NCVER)
Note: Defence Training Package data available from 2013

Table 3: VET qualifications completed from GSA training packages 2009-2012

Code	Training package	2009	2010	2011	2012
CSC	Correctional services	437	248	350	232
LGA	Local Government	271	242	364	301
PUA	Public Safety	586	619	953	807
PSP	Public Sector	1,868	2,010	2,414	2,893
NWP	Water	450	666	695	804
	Total activity	**3612**	**3785**	**4776**	**5037**

Source: National Centre for Vocational Education Research (NCVER)
Note: Defence training package data not available

The trend shown above is consistent with feedback obtained from GSA's RTO survey. As can be seen below, a greater proportion of respondents suggested that enrolments had decreased overall (40%) compared to those who suggested that there had been an increase (31%). Consistent with the NCVER data, there was a perceived slight increase in enrolments for CSC12 and almost universal decrease in enrolments for LGA04.

Table 4: training providers' perceptions in enrolments over 2013-14 in comparison to 2012-13

Code	Training package	Large decrease in enrolments	Slight decrease in enrolments	Enrolments remained the same	Slight increase in enrolments	Large increase in enrolments
CSC	Correctional services	25%	0%	0%	75%	0%
LGA	Local Government	17%	58%	25%	0%	0%
PUA	Public Safety	11%	11%	36%	31%	11%
PSP	Public Sector	21%	32%	25%	11%	11%
NWP	Water	11%	11%	33%	33%	11%
	Total activity	**16%**	**24%**	**29%**	**23%**	**9%**

Barriers to training across the government and community safety sector

Enterprise perspective

Despite the continued importance placed on training, respondents to the enterprise survey identified a number of barriers facing employers when considering implementing training in their organisations. Consistent with the 2014 Environmental Scan, a lack of time for training in the workplace due to workload (66%, ↑10% from the 2014 Environmental Scan), the cost of training (47%, ↓2%) and a limited training budget/funding (43%, ↑3%) were the most common barriers cited.

The proportion of respondents citing the inability of staff to backfill as a barrier to training also increased form previous years with 35% (↑4%). On the other hand, location as a barrier to training fell slightly (34%,↓2%) as did a lack of awareness of training opportunities (13%,↓2%).

Many of these barriers represent a continued pressure for enterprises to produce more with less. In many cases both the lack of time and inability to backfill were selected by organisations that had experienced downsizing or restructuring, making it difficult to find time and resources to send staff on training courses.

RTO perspective

From the perspective of training providers, a range of broad issues were identified that are having a significant impact on operations.

The most common barrier cited was the impact of recent or proposed changes to the VET system (57%,↓12% from the 2014 Environmental Scan). This barrier combined a number of changes including the introduction of the USI and mandatory reporting of student data. Through qualitative feedback, it was revealed that the majority of RTOs considered the USI to be the biggest challenge, whether this be in terms of learning/developing new systems to accommodate it or investing in resources to validate USIs and the subsequent impact on reporting requirements.

The increased cost of compliance and financial pressures resulting in the need to employ more staff or purchase new systems was also highlighted within this barrier. In addition, the difficulty in interpreting standards and the different perspectives from stakeholders within each sector added to RTOs' frustrations.

Other RTOs were more general in their feedback, suggesting that ongoing change (regardless of the change itself) impacted their ability to provide training by forcing a change in how training is provided.

Adhering to administrative and compliance requirements (46%,↓9%) was the next most cited barrier, with RTOs suggesting that collecting data for reporting is very time-consuming with some RTOs suggesting that administrative costs have tripled over the last few years. A lack of consistency in terms of compliance, with multiple layers of compliance between state funded bodies and the national regulator was also a key driver behind this barrier.

The impact of recent changes to requirements for trainer and assessors (37%) was also highlighted as a barrier with most RTOs suggesting that it is becoming increasingly difficult to maintain trainer currency in an environment where RTOs (like enterprises) are required to produce more with less.

As illustrated in Chart 5, across all responding RTOs, the main issues that are being encountered with regard to the delivery of GSA training packages centred on a lack of demand for the training packages (35%) with this particularly being the case for the LGA04.

Working with employers, RTOs and industry bodies to address these issues will continue to be a focus for GSA.

Continuous improvement and review of training packages in 2014

Throughout 2014, work on a range of new and revised material has taken place across GSA's training packages as shown in Section 4 and Appendix A.

Chart 5: combined barriers to industry uptake of training packages

Apprentice and trainee learner profiles

The following discussion is based on data from NCVER (see Appendix E) that identifies VET apprentices and trainees undertaking publicly funded training. This is therefore a limited profile of learners within the government and community safety industry.

Across the government and community safety industry (excluding Defence), 72% of learners were male compared to 74% as of year ending June 2013. This still remains above the average percentage of males in training across all ISC training packages (69%) [29].

The age-profile of GSA learners tends to be older than that of the average learner. The 25-44 year age group was the largest cohort of apprentices and trainees undertaking training with GSA training packages (50%) compared with an average of 31% across all packages. The under 19 cohort was the least well represented across GSA's training packages (7%) compared to an overall average of 29% across all packages.

Nineteen per cent of GSA trainees had previously completed a bachelor degree (compared with the average across packages of just 3%). This reflects the greater proportion of public sector employees enrolled in GSA training packages and the need for many to hold a bachelor degree to enter the public sector.

Correctional services

The majority of learners to undertake CSC12 training were between 24-44 years (60%) with only 1% of learners being 19 years or under. This large cohort of 25-44 year-olds is the highest proportion of this age group for any training package across the government and community services sector.

Two-thirds of learners were male with just under half having no previous further formal education beyond year 12. Only 2% of learners identified as Indigenous and 1% with a disability.

Local government

The majority of LGA04 learners were from New South Wales (55%), with Victoria (20%) and South Australia (11%) also represented. Just under half of learners were in the 25-44 year age group with 33% over the age of 44, 11% between 20-24 and 8% 19 or younger.

Nearly three-quarters of learners were male with the majority (67%) having not completed their education beyond year 12. Only 2% held a bachelor degree prior to the training program with 23% having held a Certificate II or IV. Seven per cent of learners were Indigenous but only 2% identified as having a disability.

Public safety

South Australia (69%), Western Australia (14%), the ACT (12%) and the Northern Territory (6%) were the only states and territories represented by learners of PUA12. Learners were also some of the oldest of all GSA learners with only 2% under the age of 24, with the majority either between 25-44 years (59%) or over 45 years (39%). The composition of learners was also almost entirely male (95%).

Fifty-two per cent had previously held Certificate III or IV qualifications (the highest proportion across the five sectors) with 16% holding a bachelor degree or higher and 10% a diploma or advanced diploma.

Although 7% of learners were Indigenous, no learner identified themselves as having a disability.

Public sector

Predominantly from the ACT (59%), public servants from South Australia (17%), Victoria (11%) and Western Australia (10%) were also involved in training. PSP12 learners were also amongst the youngest with 15% under 19 years and 33% between 20-24.

In contrast to GSA's other training packages, females (57%) made the majority of learners undertaking the PSP12 and almost half (44%) held a bachelor degree or higher. Learners were also the most diverse with 21% Indigenous, 4% having a disability and 13% coming from homes where English is not the primary language spoken.

Water

The eastern states were the most likely to provide NWP learners with Queensland (46%), NSW (25%) and Victoria (12%) making up the majority of learners. Half were between 25-44 years and the vast majority (96%) were male.

Learners either held Certificate III or IV qualifications prior to their training (43%) or otherwise had not completed any further training past school (45%). Nine percent of learners were Indigenous but only 1% had a disability.

4 FUTURE DIRECTION FOR ENDORSED COMPONENTS OF TRAINING PACKAGES

No	ALL TRAINING PACKAGES			
	Scope of work, industry, sector and occupations/ skills involved	**Industry imperatives for the work**	**Likely qualification levels affected**	**Timelines for start of work & submission to nssc**
1.0	Implementation of the new standards.	NSSC/COAG driven policy imperative.	All	Work progressing on the implementation of the new standards across all of GSAs packages of responsibility. Separate detailed work plans have been developed for streamlining in consultation with industry to define work flow and consultation processes. Work progressing against these work plans. Work will continue throughout packages in 2014-2015 financial year. All pending and identified CI work will be incorporated in the timelines and work activity for the implementation of the new standards.
2.0	Mapping of GSA units of competency to ACSF.	Feedback from industry based on ACSF mapping project has indicated the information is viewed as a useful tool to improve delivery and assessment.	All	Mapping of units against the ACSF requirement will occur across all GSA units of competency during the implementation of the new standards.

	CSC12 CORRECTIONAL SERVICES			
No	**Scope of work, industry, sector and occupations/ skills involved**	**Industry imperatives for the work**	**Likely qualification levels affected**	**Timelines for start of work & submission**
1.0	Submission of CSC package in compliance with new standards.	Implementation of new standards incorporating CI work to review Certificate IV packaging. Bring streams within Certificate IV in line with those updated in Certificate III in 2012.	Cert IV	Work completed, awaiting revised endorsement processes for submission.
2.0	Review of assessment requirements in non-priority units.	During implementation of new standards industry focussed resources on the assessment requirements of approximately 30 units identified as priority. This work will continue on remaining units in the package through CI activities.	All	Work will commence late 2015 once priorities in other packages achieved. Industry will determine priorities and work will be conducted in batches over next 3 year cycle.

	LGA04 LOCAL GOVERNMENT			
No	**Scope of work, industry, sector and occupations/ skills involved**	**Industry imperatives for the work**	**Likely qualification levels affected**	**Timelines for start of work & submission to nqc**
1.0	Economic development officer qualifications.	Investigation required to confirm growing need in QLD and possibly other states for the development of economic development officer training standards.	Cert IV Diploma	Work for qualification or skill set to be incorporated in implementation of the new standards.

	PUA12 PUBLIC SAFETY			
	Scope of work, industry, sector and occupations/ skills involved	**Industry imperatives for the work**	**Likely qualification levels affected**	**Timelines for start of work & submission**
1.0	Emergency Call Centre Operations	Review of consistency across emergency services with regard to handling Triple 0 calls. Existing PUA qualifications Fire-centric. Qualifications exist in CSH package. Review development of single qualification structure with streams for different services for greater national consistency.	Cert III Cert IV	To be incorporated in implementation of the new standards in PUA. Early 2014 consultation. Jul 14 at TRG stage Submission to be determined based on progress of PUA material.
2.0	Community evacuation.	Industry identified training gap with possible impact on content of EMR section of the Public Safety Package.	Diploma	To be incorporated in implementation of the new standards in PUA. Technical reference Group work nearing completion. Wider industry validation later half 2014. Submission to be determined based on progress of PUA material.
3.0	OIL, EMR, LAW, WER, SES, Surf life savers	Gaps and issues identified by industry.	CERT III, IV, Dip, Skill sets	To be incorporated in implementation of the new standards in PUA. Consultation occurring 2014. Submission to be determined based on progress of PUA material.
4.0	Large Animal Rescue	Need identified by animal husbandry industry of need to train emergency services worked in large animal rescue in event of natural disasters and other emergency responses.	Unit Skill Set	Initial consultation 2014 Work to be scoped late 2014 Collaborate with Agrifoods ISC. To be incorporated in implementation of the new standards in PUA if determined appropriate. Submission to be determined based on progress of PUA material.
5.0	Review of Biosecurity Qualification Structure	Industry identified a number of improvements during implementation of new biosecurity qualifications.	Cert III Cert IV	Initial consultation and scoping 2014 Collaborate with Agrifoods ISC. to coordinate with review of their material which are heavily used in these qualifications. To be incorporated in implementation of the new standards in PUA. Submission to be determined based on progress of PUA material.

	PSP04 PUBLIC SECTOR			
No	**Scope of work, industry, sector and occupations/ skills involved**	**Industry imperatives for the work**	**Likely qualification levels affected**	**Timelines for start of work & submission**
1.0	Rationalisation of specialist qualifications to create streams.	Reduce duplication of outcomes with existing qualifications. Provide more flexible coverage to small specialist cohorts. Increase sustainability of industry to deliver and assess.	Cert III Cert IV Diploma	Consultation in first priority areas conducted first half 2014. Work to progress in other areas throughout 2014/2015. Expected submission of Public Sector Package in the new standards in late 2015.
2.0	Review of school support qualifications regarding duplication.	Industry identified area to be review during implementation of the new standards due to nil or limited uptake and duplication with existing qualifications in other training packages.	Cert III Cert IV	Scoping Completed. Consultation completed. Outcomes incorporated in submission of Public Sector Package in the new standards in late 2015.

	NWP07 WATER			
No	**Scope of work, industry, sector and occupations/ skills involved**	**Industry imperatives for the work**	**Likely qualification levels affected**	**Timelines for start of work & submission to nssc**
1.0	Alignment of qualification streams with National Occupation Framework.	Water Industry currently developing a National Occupation Framework for industry with possible future certification programs. This includes > the creation of streams within qualifications > specific qualifications for water treatment > creation of skill sets > review of all the units > creating new units based on identified gaps	All	Australia Water Occupation Framework completed and launched June 2014. TRGs for all Water areas conducted. Wider consultation /validation to occur second half 2014. Water Training Package aligned with the new standards planned for submission early 2015.
2.0	Consideration for inclusion of material for water operators working in irrigation supply roles.	Feedback from industry suggesting gap in the role of water operators in the irrigation sector within the water training package.	Cert III Cert IV	Work to be scoped and validated in collaboration with Agrifoods ISC which hold irrigation qualifications to determine occupational roles and appropriate placement of qualifications or units. Consultation to occur later half 2014. Consideration to be given to placement of outcomes from this consultation.

	DEF12 DEFENCE			
	Scope of work, industry, sector and occupations/ skills involved	**Industry imperatives for the work**	**Likely qualification levels affected**	**Timelines for start of work & submission**
1.0	Review of Air Dispatch qualifications and units.	Differing needs between regular and reserve staff.	Cert III Cert IV	Incorporated in implementation of the new standards. Work deferred due to Defence priorities. To be conducted in second stage of implementation.
2.0	New qualifications with respect to Electronic Forensics.	Need for units to deal with emerging areas in electronic intelligence gathering and analysis.	Cert IV Dip	Incorporated in implementation of the new standards. Work completed and validated by industry. Part of first stage of Defence submission late 2014/early 2015.
3.0	Review unit content for Physical Training Skill Set.	Feedback on unit content has led to the review of content. Work being incorporated in implementation of the new standards.	Skill Set	Incorporated in implementation of the new standards. Work completed and validated by industry. Part of first stage of Defence submission late 2014/early 2015.
4.0	Translated into the new standards: > military skills cert II > range control and management cert IV and dip > cert III sensor operations > diploma in Evaluations	Translation with minor review, industry was happy with content.	Cert II, III, IV, Dip	Incorporated in implementation of the new standards. Work completed and validated by industry. Part of first stage of Defence submission late 2014/early 2015.
5.0	Content review and new units/quals developed: > New qualification Diploma in Chaplaincy (current skill set deleted) > New skill set for communication (current cert II deleted) > New skill set for maritime operations > New cert IV and diploma in Simulations > New skill set survival	Major review based on industry feed-back and needs.	Skill set, Dip, IV	Incorporated in implementation of the new standards. Work completed and validated by industry. Part of first stage of Defence submission late 2014/early 2015.

APPENDIX A: 2013-14 CONTINUOUS IMPROVEMENT ACTIVITY

No GSA training packages were submitted for endorsement during 2014 due to the requirement that all material submitted after 31 December 2013 should comply with the new Standards for Training Packages.

Work on implementing these standards across all packages occurred during 2014. Although work had been completed on material in some packages, submission has been delayed by the disbandment of the NSSC and the absence of a replacement endorsing body. An interim submission procedure has now been developed and GSA intends to submit completed material in mid-2015.

APPENDIX B: METHODOLOGY

GSA developed the 2015 Environmental Scan based on data collected from a wide range of sources. Intelligence gathering for the environmental scan included the following research phases:

Phase 1: key stakeholder engagement

> Focussing on the broad context and industry wide insight, this initial phase collected qualitative insight from key stakeholders including GSA's Industry Advisory Committees (IACs), the Public Sector Industry Engagement Forum (IEF) and other stakeholders. This qualitative phase enables GSA to explore ongoing themes across each sector and provide additional context to better inform the quantitative phase of research with industry. Various methods were used to gather this information from focus group meetings, in-depth interviews and open-ended surveys.

> In total, GSA received 41 responses from stakeholder representing all industry sectors and both private and public enterprises participated in the qualitative research

Phase 2: enterprise engagement

> Building upon the insight gained through the initial qualitative phase, the quantitative enterprise survey targeted individual enterprises across Australia. The survey focussed on the current factors impacting upon each sector, individual enterprises' workforce development needs and use of the nationally-endorsed training packages for each sector.

> In total 171 enterprises responded to the survey, representing the wide cross-sectors of states and territories, as well as metropolitan, regional, rural and remote areas. This sample yields a margin of error of ±6.8%, meaning that at the 95% confidence level, a similar sample of the population would be accurate to within ±6.8% of the current sample.

Phase 3: RTO engagement

> The final phase of research saw responses from a variety of RTOs operating with GSA endorsed training packages on scope. Online surveys were collected from RTOs ranging from small private RTOs to large enterprise RTOs. In total, 117 RTOs responded to the survey, yielding an accuracy level of ±12.3%

Findings were validated throughout the development process. In addition to this phased research approach, a detailed literature review was undertaken to identify current policy information, workforce data and relevant research. GSA also received continuous feedback from the sector throughout 2014 via various workshops, workforce development services and training package technical reference groups (TRGs).

GSA acknowledges the contributions from all individuals and organisations that provided information to assist in the preparation of the 2015 Environmental Scan.

APPENDIX C: OCCUPATIONS IN DEMAND

ANZCO code	Occupation/ job title	Qualifications	Evidence/justification
442111	Custodial/ Corrections Officer	CSC30112 Certificate III in Correctional Practice CSC40112 Certificate IV in Correctional Practice	Feedback from industry surveys and stakeholder consultation. Particular issues were noted in regional and remote areas as well as a lack of suitably qualified applicants and salary competition from other industries. The Department of Employment project 7.6% growth to November 2017.
411714	Probation/ Parole Officers	CSC40112 Certificate IV in Correctional Practice	Feedback from industry surveys and stakeholder consultation
232611	Urban/town planners	LGA40708 Certificate IV in Local Government (Planning) LGA50508 Diploma of Local Government (Planning)	Feedback from industry surveys and stakeholder consultation. Listed on the Skilled occupation list indicating an area of medium to long-term skills needs. The Department of Employment project 3.4% growth to November 2017.
251311	Environmental Health Officers	LGA40308 Certificate IV in Local Government (Health & Environment) LGA50208 Diploma of Local Government (Health & Environment)	Feedback from industry surveys and stakeholder consultation. Listed on the *Skilled occupation list* indicating an area of medium to long-term skills needs. The Department of Employment project 5.5% growth in occupational and environmental health professionals to November 2017.

ANZCO code	Occupation/ job title	Qualifications	Evidence/justification
441212	Volunteer/ auxiliary firefighter	PUA30613 Certificate III in Public Safety (Firefighting and Emergency Operations) PUA30713 Certificate III in Public Safety (Firefighting Operations) PUA40313 Certificate IV in Public Safety (Firefighting Supervision) PUA50513 Diploma of Public Safety (Firefighting Management) PUA60513 Advanced Diploma of Public Safety (Firefighting Management)	2013 and 2014 E-Scan survey feedback and stakeholder consultation. Difficulties with the retention of volunteers and the ageing volunteer workforce *reported in a number of recent publications.*
441312	Police officer	PUA50212 Diploma of Public Safety (Policing)	2013, 2014 and 2015 E-Scan survey feedback identified shortages in some states and territories, particularly in rural and remote areas, where there is difficulty recruiting and retaining Aboriginal community police officers. The Department of Employment project 9.4% growth to November 2017.
599518	Rail safety officers	PSP52012 Diploma of Government (Rail safety Regulation)	Feedback from industry surveys and stakeholder consultation.
272412 272413	Interpreters/ translators	PSP52312 Diploma of Translating PSP61012 Advanced Diploma of Translating PSP52412 Diploma of Interpreting PSP61112 Advanced Diploma of Interpreting	Feedback from industry surveys and stakeholder consultation.
712921	Water treatment/ sewerage treatment operators	NWP20107 Certificate II in Water Operations NWP30107 Certificate III in Water Operations NWP40107 Certificate IV in Water Operations	Feedback from industry surveys and stakeholder consultation. Listed as a future skills shortage area in LGAQ Industry skills and workforce development report.

Note: other occupations in demand that were identified in GSA surveys are not aligned to GSA training packages include: accounting/finance, aged care staff, asset manager, community/customer service, disability service officer, engineer, ICT professional, physiotherapist, procurement specialist, project manager, psychologist, risk advisor, senior management/CEO, social worker, speech pathologist, surveyor, tradesperson, trainer/assessor.

APPENDIX D: WORKFORCE DEVELOPMENT CASE STUDY

Embracing an ageing workforce through lifelong learning

The Department for Communities and Social Inclusion (DCSI) was designed to support and enable the South Australian Government's commitment to engage with and build communities. DCSI brings together a range of services, funding, planning and policy functions to support vulnerable people and help build resilient communities. Service Divisions of DCSI include: Disability and Domiciliary Care Services, Disability SA, Housing SA, Youth Justice, Community Development and Organisational Support. With such a broad scope of services, DCSI has placed particular importance on building a culture of continuous learning and improvement. To this end, the Department created the College for Learning and Development (the College) in 2006 to provide high quality training for all staff.

The College, which has recently extended its service offering to organisations outside of DCSI, has been at the forefront of training providers in South Australia for a number of years, having won the SA Large Training Provider of the Year award in 2008 and recognised as a finalist in 2010, 2013 and 2014.

For DCSI staff, the College focusses on providing essential nationally endorsed training to support workforce development. This includes government specific qualifications from the Public Sector Training Package (PSP). The Certificate III in Government is seen as a valuable introductory qualification for working in the public sector and has led the College to award 2557 Certificate III in Government qualifications since 2007. As Janette Cheesman, Principal Facilitator of Learning at the College explains, "the core units of the Certificate III in Government are very much the nuts and bolts of what we need government employees to know and do".

Identifying the issue

Like many organisations across Australia, DCSI recognises the need to address the challenges it faces with an ageing workforce. The extent of the ageing workforce and its impact on DCSI's workforce was brought to the fore through findings determined in the 2013-2016 DCSI Workforce Plan. The Workforce Plan combines insights from Government Skills Australia (GSA) and other Industry Skills Council Environmental Scans as well as DCSI's internal Organisational Scan, to provide a comprehensive perspective on the increasing age profile within the public sector.

> **"The E-Scans provide an evidence base for us (in that) we are not alone in some of the issues we face... such as an ageing workforce"**
>
> **Chris Turley**
> Senior Workforce Strategist, DCSI

The analysis highlighted that DCSI faced workforce challenges at a multiple cohort level, with a high proportion of mature aged workers (42% of the workforce over 50 years of age) and a limited number of younger workers entering the DCSI workforce (4.5% of the workforce under 25 years of age).

Apart from key issues such as the potential loss of organisational knowledge and skills through retirements, the potential gaps in frontline management and leadership were identified as a significant risk factor. This determined a need to build capabilities of the older workforce, to encourage retention and prepare this cohort to fill leadership and management gaps and take on mentoring and coaching roles to aid succession planning.

Strategies

One of the key strategies implemented was to utilise learning to motivate the mature aged workforce. To this end, DCSI and the College explored ways to encourage the workforce to undertake training, and support them to achieve high level skills in areas such as leadership and management.

The Certificate III in Government, which has long been a staple of the College's offering, was highlighted as an integral component of this workforce development strategy. The challenge for the College and DCSI was to 'market' PSP training towards mature aged workers, some of whom were reluctant to undertake training, particularly those with University level qualifications.

Various approaches were identified:

- Triangle model of learning – Each learner undertaking the Certificate III has a dedicated facilitator who liaises with the learner and the learner's manager to identify future training needs
- Performance Partnership Plans – identifying gaps in skills and potential for further training through one-to-one PPP discussions with line managers
- Application of training to specific workplace areas and individual roles, with course work and assessments incorporated into learners day to day tasks
- Highlighting the benefits of PSP training in providing essential knowledge for working within the public sector
- Use of recognition of prior learning (RPL) – particularly important for the older workforce, ensuring that past experiences are not lost but integrated into a tailored training program
- Use of the Certificate III to encourage aspirational and lifelong learning.

Outcome

The combination of empowering older workers to undertake training, liaising with managers and learners to discuss their learning requirements and a focus on recognition of prior learning has led to a gradual reskilling of DCSI's mature aged workforce.

Increases in foundation knowledge around the fundamentals of working in government (such as WHS, legal and ethical issues and legislation/policy requirements) has been evident, as has an increase in the number of employees capable of stepping into leadership and management roles within the organisation.

Learners and managers have also indicated that the training provided by the College is highly beneficial; with 94% of graduates identifying that the College course undertaken had prepared them well for work and 88% of line managers suggesting that their graduates had increased their workplace skills and knowledge as a result of training. (Source: College for Learning and Development Annual Evaluation, Nov2013)

LEARNER EXPERIENCE

Connie Capoccia
Team Leader, Housing SA, DCSI

Connie began working at DCSI as a Customer Service Officer (ASO2) in 2008 and has since worked her way up to the position of Team Leader (ASO4) where she is responsible for 12 staff. As a mature aged worker, Connie previously had minimal exposure to formal training. She did however join Housing SA with a large amount of valuable experience.

After a formal induction program, Connie was informed of the opportunity to undertake a Certificate III in Government through the College. Connie was understandably apprehensive about working towards a Certificate III; however, by using the triangle model, the College worked closely with Connie and her line manager to tailor the qualification to take into account Connie's extensive experience, knowledge and skills built up from over 30 years of work. The net result saw Connie undertaking her qualification using an approach of half-learning and half-RPL.

"The Certificate III (in Government) was really great; I came from the private sector and it gave me an understanding of government and DCSI and where we fit in in our workplace... it brings us all on the same playing field and (helped us) understand where our role fits in government"

Not only did the training provide the job-specific context for Connie's role, the experience has also given Connie more confidence in herself and her ability to perform at a high level.

"I feel like a stronger person and more capable to fulfil my role"

Connie has since undertaken a number of short courses to extend her knowledge and skills including the 'Aboriginal Cultural Sensitivity and Respect' and 'Building Resilience' programs and is currently undertaking a Certificate IV in Frontline Management. Connie points to her positive experience when completing the Certificate III as giving her the foundation in workplace training and the reason for her continued learning.

"If I hadn't had that confidence in training from the Certificate III... I wouldn't have wanted to do any more training"

APPENDIX E:
VET APPRENTICES AND TRAINEES

VET apprentices and trainees undertaking publicly funded training from GSA training packages at the year ending 30 June 2014

	Correctional services CSC	Local government LGA	Public safety PUA	Public sector PSP	Water NWP	TOTAL
State						
New South Wales	116	153	0	25	159	453
Victoria	165	57	0	87	79	388
Queensland	0	3	0	1	297	301
South Australia	0	32	320	140	31	523
Western Australia	132	6	64	79	45	326
Tasmania	30	17	0	0	24	71
Northern Territory	0	11	26	0	8	45
Australian Capital Territory	38	0	57	484	0	579
Age						
19 years and under	5	21	0	120	42	188
20 to 24 years	47	31	10	271	88	447
25 to 44 years	291	136	274	313	320	1334
45 years and over	138	91	183	112	193	717
Sex						
Male	323	204	444	347	617	1935
Female	158	76	22	469	27	752
Previous highest education level						
Bachelor degree or above	62	7	75	363	16	523
Diploma, advanced diploma or associate degree	39	12	46	19	19	135
Certificate III or IV	155	65	242	117	275	854
Certificate I or II	9	6	4	8	47	74
Non-award course	2	0	0	0	1	3
Year 12	136	78	75	191	146	626
Year 11 or lower or did not go to school	77	109	25	117	139	467
Not known	1	4	0	2	1	8

	Correctional services CSC	Local government LGA	Public safety PUA	Public sector PSP	Water NWP	TOTAL
Indigenous status						
Indigenous	8	20	31	171	59	289
Not Indigenous	470	257	429	642	582	2380
Not known	3	3	7	4	3	20
Disability						
With a disability	6	5	2	29	9	51
Without a disability	470	273	459	786	634	2622
Not known	5	2	6	1	1	15
English (main language spoken at home)						
English	427	265	450	702	618	2462
Non-English	51	14	10	110	25	210
Not known	3	1	7	5	1	17
Study mode						
Full-time	434	267	467	718	634	2520
Part-time	47	13	0	98	10	168
School-based status						
School-based	0	6	0	33	7	46
Not school-based	481	274	467	783	637	2642

Source: National Centre for Vocational Education Research (NCVER)
Note: Defence Training Package data not available

CORRECTIONAL SERVICES

GSA received responses from corrections enterprises in all states and territories excluding Tasmania, Queensland and the Australian Capital Territory. Half of all enterprises responding to the survey classified themselves as private organisations with the other half operating within state or territory governments.

Additional feedback and insights regarding the correctional services sector was gained via qualitative research with the correctional services IAC, workshops, workforce development analyses and through training package technical reference groups (TRG).

ENTERPRISE SURVEY RESPONDENT SNAPSHOT

State/territory coverage

All states and territories except Tas, Qld and ACT

Regional distribution (% of respondents)

50%	50%
national	statewide

Staff numbers (% of respondents)

1-500	0%
500+	100%

1 LATEST INDUSTRY INTELLIGENCE

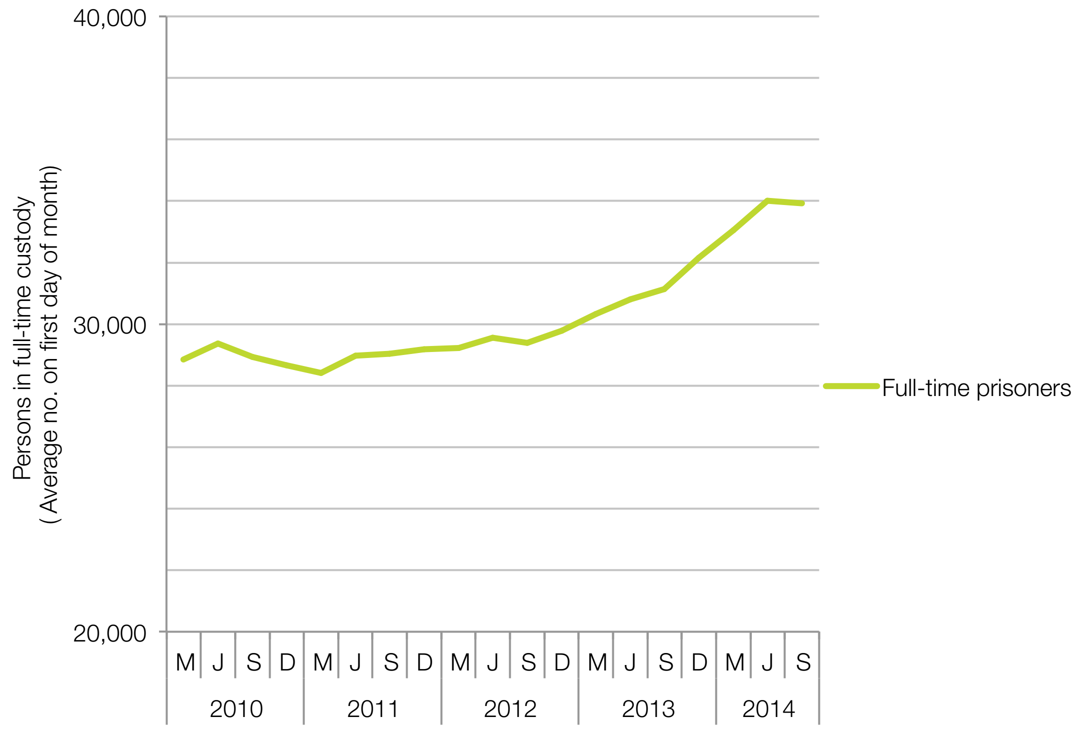
GSA intelligence gathering identified the following key trends and factors that are impacting the correctional services workforce now and into the future.

Growth in demand

The correctional services landscape has continued to experience a period of sustained growth in 2014 with the prisoner population increasing steadily over the year. ABS data reveals that the average number of people in full time custody on the first day of the month rose by 8.9% to 33,930 persons in the September quarter of 2014 from 31,143 at the same point the previous year. Similarly, over the same period of time, persons held in community-based facilities rose by 1.8% to 56,069 from 55,065 a year earlier.

While this increase in demand cannot be attributed to a single factor, qualitative feedback from IAC members suggests that recent emphasis placed on minimum mandatory sentencing could help to both directly and indirectly explain the rise in persons in full-time custody. Changes in mandatory sentencing legislation such as the 'one-punch' mandatory sentencing laws in NSW (2014), the Queensland 'vicious lawless associates' laws (2013) and the Victorian mandatory 'gross violence' sentencing laws (2013) [30] have recently been applied across Australia with more data needed to confirm whether these laws have made either a direct or indirect impact on prison numbers.

Chart 6: Persons in full-time custody over time (ABS, 4512 March 2010-September 2014)



Regardless of the cause, the increase in demand has led to an extensive burden on existing corrections infrastructure and resources. In 2012-13, the total cost per prisoner per day equated to $297 [1], a slight decrease from $305[31] per day the year previously. Extrapolating this cost-per-day to the increase in prison population over the last 12 months suggests that enterprises are facing increased costs of up to $1 million per day.

In response to this increased demand, which industry is expecting to continue, enterprises have placed significant emphasis on training, with extensive training and back-to-back courses not uncommon in 2014.

An ageing workforce

The ageing workforce and projected retirements continues to be a major factor impacting the corrective services workforce with 100% of industry representatives contacted as part of the enterprise survey highlighting this as a factor.

Interestingly, it was not just a potential loss of industry knowledge through retirements that was of concern to industry, but also the difficulty with managing the health issues of an ageing workforce and maintaining an accredited workforce. The difficulty in maintaining self-defence capabilities to a minimum standard was highlighted as an example of a minimum accreditation that may become even harder for industry to achieve as the workforce continues to age.

Succession planning, mentoring programs, ‘transition to retirement’ strategies and a greater emphasis on training younger employees were all highlighted by enterprises as key strategies currently in place to overcome issues associated with the ageing workforce.

Although some enterprises have made concerted efforts to focus on youth in response to this ageing workforce, the industry itself presents barriers to attracting and retaining youth. The major factor facing organisations is the inability to attract youth with the necessary life experience and maturity that is required for the day-to-day work of frontline staff across correctional services.

Mental health issues within the prison population

In the most recent publication on prisoner health by the Australian Institute of Health and Welfare, a relatively large proportion of prison entrants (38%) and dischargees (46%) reported that they had been told by a doctor, psychiatrist, psychologist or nurse that they have a mental health disorder [32].

Feedback from both industry and IAC members suggest that while prisoner mental health has been identified as a key issue within the industry for some time, a greater focus was placed on the issue by the judiciary in 2014. This resulted in a greater responsibility to address mental health amongst prisoners being placed on correctional services enterprises.

The increased focus has had a direct impact on frontline staff due to the need for correctional officers and other staff to be trained to be aware of mental health issues among the prisoner population. In addition, this has seen a need to recruit mental health professionals.

Attraction and retention

While the increase in prison population has led to enterprises across the correctional services industry look to increase the number of frontline staff, the issue of attracting and retaining quality frontline and professional staff remains a major factor across the industry.

Quality employees that possess both the life experience and suitable skills sets are seen as difficult to attract and retain by multiple enterprises for various reasons such as:

- attractiveness of other industries
- salary competition
- lack of suitably skilled workers
- staff not feeling valued
- organisational culture.

Turnover rates at responding enterprises varied from 6-10% to over 30%.

When asked whether enterprises anticipated that attraction and retention would remain an issue for the workforce in the next 5 years, 80% of respondents agreed that both attraction and retention would likely be an issue in the near future. In response to this some enterprises are putting in place specific attraction and retention strategies, such as regular recruitment initiatives, structured induction training and ongoing professional development.

Influx of inexperienced staff

As a response to the increasing prisoner population, the demand for qualified frontline staff has also increased across Australia leading to a recent influx in new frontline staff. While seen as a positive to the long term security of the workforce, this influx poses significant short term challenges for the industry, particularly in relation to maintaining professional standards.

The challenge for many enterprises throughout the sector is to maintain high levels of service while ensuring that the number remains high enough to ensure and efficient workforce. In 2012-13, the ratio of offender to operational staff member was 22:1[1], a slight increase from 2011-12 (21:1)[31].

Financial pressures and producing 'more with less'

Producing more with less has been a key theme over past environmental scans and again has been identified as a key factor impacting the correctional services workforce. Ever-increasing competition in the market, pressure to maintain high standards while combating increased demand for services and budgetary pressures have all had an effect on this overall theme.

Investment in training has either fallen or remained steady despite increases in demand with two-thirds of enterprises suggesting that their training budgets have decreased or remained static in 2013-14 compared to 2012-13.

Although covered more extensively in the public sector specific section of the 2015 Environmental Scan, the current trend of reducing the size of the public sector has had an overarching impact on correctional services, much of which remains under the jurisdiction of state and territory governments.

Lack of emphasis on female offenders

IAC members raised the issue of resources put towards female offenders with the consensus being that female offenders are often overlooked when decisions are made that affect all prisoners. With an average daily number of just 2,648 for the September quarter, the ratio of male-to-female offenders is approximately 12-to-1 [33]. Despite this low population, a recent report into the state of women's prisons in Western Australia highlights that the number of female prisoners is growing at a faster rate than male prisoners - and yet few resources have been dedicated to female prisoners [34]. The report points to, among other factors, continued under-estimated forecasting of female offender numbers, pointing to a need for more female-specific strategies, planning and resources to be put in place [35].

Professionalism of the industry

In line with findings from the 2013 Environmental Scan feedback from industry suggested an increasing professionalism within the sector as a key factor likely to impact the sector over the coming years. The continued roll out of performance management systems, a greater focus on identifying training needs and a gradual change of emphasis from a security to rehabilitation perspective all contributed to this sense of increasing professionalism across the sector.

Preparedness of the sector

Overall, enterprises within the correctional services sector suggest that their individual organisations are 'prepared' or 'very prepared' to face just 42% of the factors likely to impact the sector over the coming years. While two-thirds of those who selected 'growth in demand' as a factor are prepared to face this factor, many feel less prepared to face factors such as attraction and retention of staff and increasing workforce diversity.

2 IDENTIFIED WORKFORCE DEVELOPMENT NEEDS

Respondents to the enterprise survey, whether private or public sector, stated similar workforce development needs.

Current and emerging skills gaps

The majority of enterprises surveyed highlighted that the organisation has recently experienced or anticipates experiencing recruitment and retention difficulties in the next 5 years. Frontline, professional and mental health roles were highlighted as particularly difficult positions for which to recruit/retain staff, including:

- custodial/correctional officers
- probation and parole officers
- prisoner transport drivers
- social workers
- psychologists
- trainers and assessors.

While the locations of facilities present a barrier for some enterprises to recruit and retain quality staff, the lack of suitably qualified applicants and the attractiveness of other industries or salary competition were also highlighted as reasons for this difficulty.

Skills needs

The priority skills needs of the sector tend to follow the current trend of professionalising the workforce, with both foundation and generic skills for report writing and leadership and management highlighted.

Highlighted as a priority skill need by all respondents to the enterprise survey, leadership and management skills are seen as especially important in preparing for the future and the shift towards professionalising the sector. Linked in with leadership and management skills are more specific leadership skills such as change management, which was also highlighted by the IAC members as a current skills shortage.

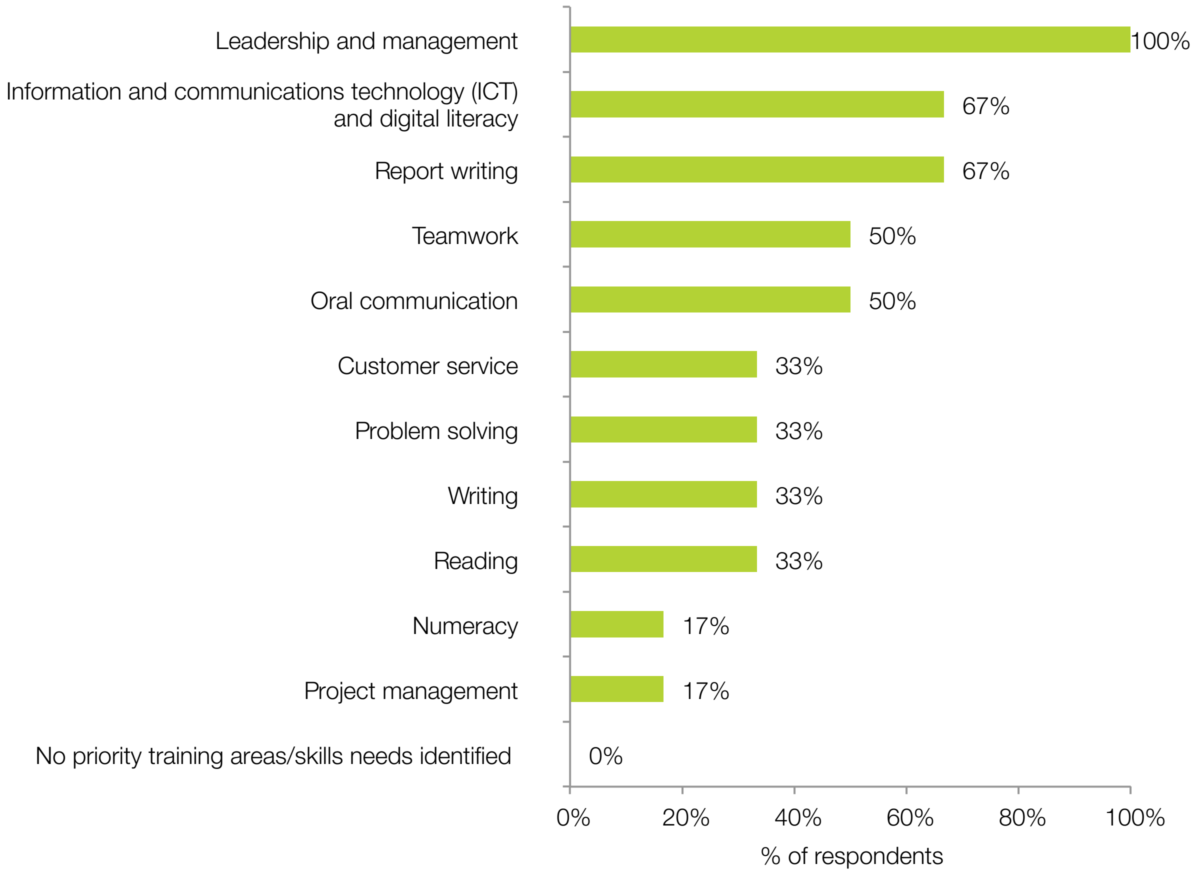
Effective and timely report writing is essential to the smooth running of many correctional services enterprises, and was highlighted as a priority training area in the enterprise survey. In line with previous environmental scans, technological and digital literacy is seen as a priority training area.

IAC members also highlighted the importance of effective communication, whether oral or written, and ability to work within a team as particular skills needs across the industry.

Gaps in LLN skills were not necessarily seen as key workforce development needs across the sector, primarily due to standardised LLN assessment during recruitment and induction, as well as targeted ongoing training.

E-learning and leadership and management training has been employed by many enterprises to address these skills needs.

Chart 7: priority training needs in generic/foundation skills areas



Emerging skills

With an increased demand for services and ever-increasing complexity of operations, the skill requirements of staff are changing. Among the skills in demand are those requiring advanced communication and decision making skills (such as critical thinking, conflict resolution) and advanced digital literacy. Additionally, IAC members pointed to a greater emphasis in community involvement and customer service skills.

Workforce development and strategies to address skills needs

Training and professional development

The majority of enterprises tended to rely on internal training programs to develop employee skills, however, two-thirds of enterprises responding to the survey also utilised external training providers. Aside from targeted and general recruitment to fill skills gaps, apprenticeships, traineeships and cadetships, formal mentoring and coaching, and temporary staffing were strategies utilised by enterprises to address skills needs.

In line with the identified industry trend of increasing demands and producing more with less, the unavailability of staff to backfill was highlighted by all enterprises as a key barrier to undertaking training. A lack of time (67%) was also a key barrier to undertaking workforce planning and development as were the cost of training and the limited funding set aside for training (both 50%).

In addition, feedback from IAC members identified a correlation between the type of training and employee motivation to undertake training. When training could be clearly linked to improving an employee's ability to perform his/her role (such as communication skills, resilience training etc.) then participation was generally strong. Employee motivation, however, tended to wane for certain mandatory training that was perceived in some cases to be training on subjects in which employees were already competent.

Workforce development activities

Within the correctional services sector, a variety of workforce development strategies are currently in place. At least half of responding enterprises undertook the following activities within the last 12 months:

- workforce analysis
- forecasting analysis
- strategies to develop and maintain capacity
- monitoring of existing workforce planning and development strategies.

Although the majority of respondents suggested that their organisation had undertaken at least one workforce development strategy in the last 12 months, few had undertaken a full range of development activities. In addition, only one-third of enterprises suggested that they had recently conducted gap-analysis or had implemented strategies to build and maintain capacity within the last 12 months.

A lack of internal expertise (60%) with regard to workforce development and planning was seen as the key barrier to undertaking workforce development activities. A lack of time and organisational restructuring (each 40%) were also highlighted as barriers.

Chart 8: workforce planning and development activities undertaken in the last 12 months

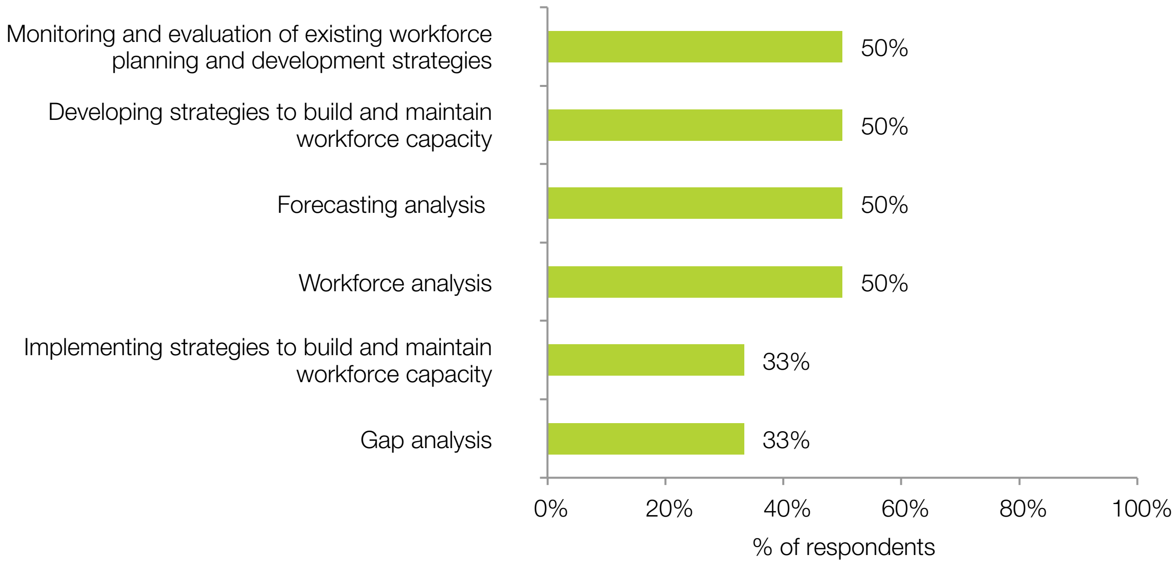
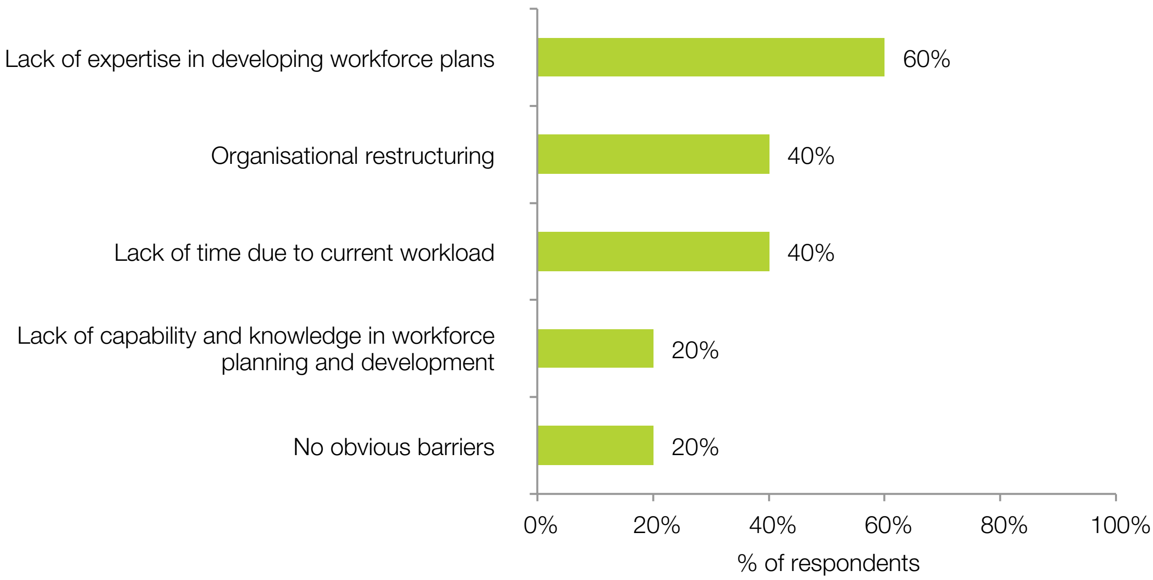


Chart 9: barriers to workforce planning and development activities



3 CURRENT IMPACT OF THE TRAINING PACKAGE

Current state of training: enterprise perspective

Use of CSC12

The CSC12 training package continues to be used extensively through the correctional services industry with all participants from the IAC stakeholder research and enterprise survey indicating that their organisations use the nationally endorsed training package. Full qualifications from the CSC12 were utilised by all enterprise survey respondents with half of these organisations also utilising stand-alone units of competency.

Although much of the operational training delivered within the sector is done so by enterprise RTOs, it is useful to consider NCVER data for publically funded training from CSC12. While this data likely underrepresents the true prevalence of CSC12 use within the industry, it is useful to consider the trends in publically funded training over time.

Table 5: student enrolments by Australian Qualifications Framework level, 2009-2013

AQF level	2009	2010	2011	2012	2013
Advanced Diploma	0	3	28	25	12
Diploma	3	144	173	22	2
Certificate IV	223	142	158	178	153
Certificate III	473	329	412	412	531
Certificate II	6	6	8	1	5
Total	**705**	**624**	**779**	**638**	**703**

Table 6: student completions by Australian Qualifications Framework level, 2008-2012

AQF level	2008	2009	2010	2011	2012
Advanced Diploma	0	0	0	8	2
Diploma	0	1	32	68	14
Certificate IV	100	178	61	111	92
Certificate III	483	256	153	157	123
Certificate II	0	2	2	6	1
Total	**583**	**437**	**248**	**350**	**232**

As can be seen, for publically funded use of CSC12, enrolments have remained relatively consistent over the last 5 years with 703 enrolments across all qualifications in 2013. In line with results from the enterprise survey, the Certificate III level was most prominent, accounting for three-quarters of all publically funded qualifications. However, completion rates from 2012 fell to 2010 levels.

While the training package was used largely to upskill staff, other reasons for using the training package included developing training program content, assisting in staff retention, accessing financial incentives, facilitating RPL, complying with licensing requirements, accessing financial incentives and determining award structures.

Use of other training packages

In addition to CSC12, other training packages such as the Public Sector Training Package (PSP12), Business Services Training Package (BSB07) and Property Services Training Package (CPP07) were used.

Satisfaction and positives

The vast majority of enterprises that were familiar with the training package were satisfied with most aspects of CSC12, particularly with the relevance, alignment to job roles and comprehensive nature of the information within the training package.

Table 7: satisfaction with aspects of CSC12

Based on your experience with the CSC12, how satisfied are you…	Satisfied or very satisfied
That the information within the training package is comprehensive	100%
With the relevance of the training package to your industry	100%
That the training package is aligned to job roles within your organisation	100%
With the quality of the training package	83%
With the flexibility of the training package	83%
That the training package effectively meets the needs of your organisation	83%
That the training package is up-to-date	67%
With the training package overall	100%

Feedback from IAC members appeared to reiterate the general satisfaction with the training package with members suggesting that since corrections is a relatively small sector, it is well serviced by the training package.

Barriers to training

Respondents from enterprises within the correctional services sector, in addition to Correctional Services IAC members, outlined a number of barriers to training within the sector. A lack of staff available to backfill was the key barrier highlighted by all respondents to the enterprise survey, with a lack of time (67%), a limited budget (50%) and the cost of the training itself (50%) cited as the other main barriers.

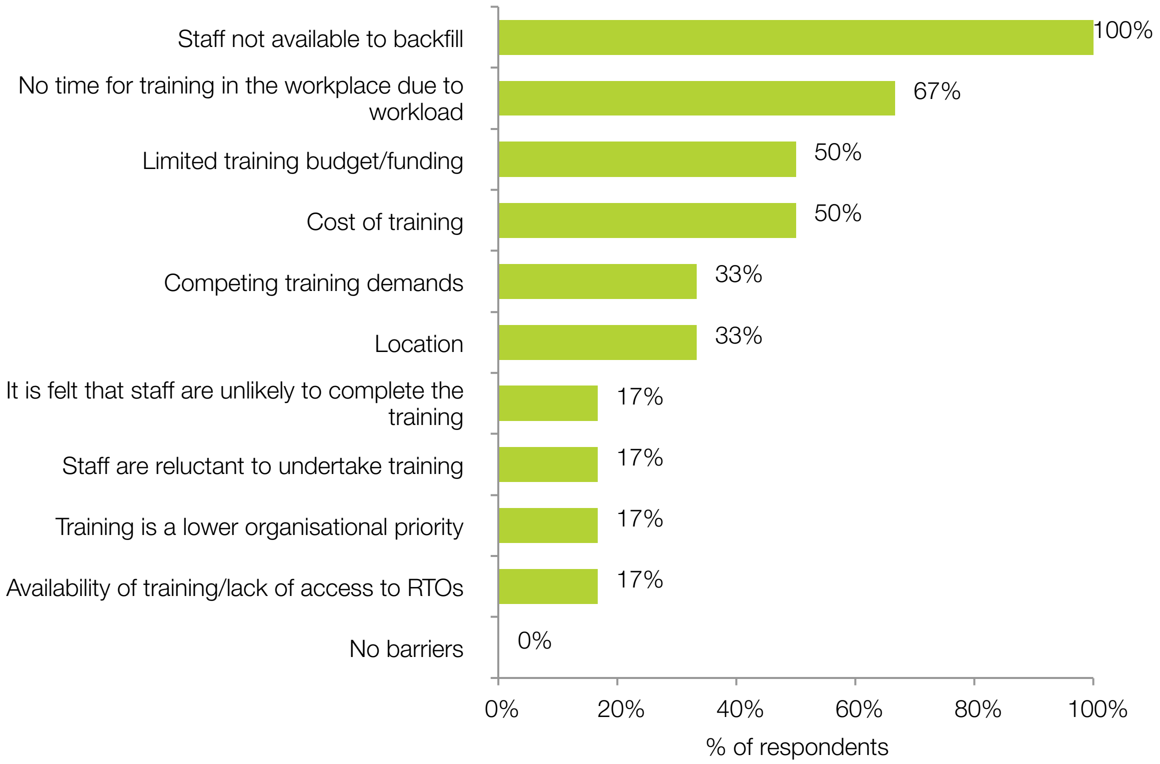
Training budgets and funding

In the 2014 Environmental Scan training budgets within the correctional services sector either remained constant or else increased. Feedback for the current Environmental Scan identified that 17% of enterprises reported a decreasing training budget in 2013-14 as compared to 2012-13. Positively, one-third of respondents cited an increase in their training budget with the other half indicating that their budgets had remained the same. Despite some increase in training budgets, only half of respondents suggested that their budget was sufficient for their training needs.

Two-thirds of enterprises suggested that they access additional external funding through either state or territory governments (50%) or the Commonwealth (33%). Although NWDF funding has now been discontinued, 17% of enterprises identified that it was accessed to assist in training. Others also mentioned the Skills for All program in South Australia as a source of funding, as well as various traineeships.

Of those who currently do not access external funding for training, ineligibility or the discontinuation of funding were the main reasons cited.

Chart 10: barriers to training, enterprise perspective



Current state of training: RTO perspective

CSC12 is delivered by a range of enterprises, public and private RTOs. These providers tended to cite three core trends as having the greatest effect on their RTO:

- impact of recent/proposed changes to VET (including ASQA fees, USI etc.)
- remaining commercially viable
- recruiting and retaining skilled trainers and assessors.

Increases in registration fees and administrative burden were the most often cited changes to VET that are causing the most concern for RTOs. Small RTOs in particular suggest that the increasing time and cost of maintaining registration is having a negative effect on the ability to run the business. It has been reported that the volume of change has also made it difficult for RTOs to prepare resources and ensure strategies are in place.

Maintaining trainer currency was mentioned as a strategic challenge. In the face of decreasing incentives and decreasing commercial viability of some programs, RTOs are finding it increasingly difficult to maintain a high quality training workforce.

Challenges including reduced government support, difficulty in attracting students and assessors, structural changes and relying too heavily on too few staff have all impacted on RTOs' ability to remain commercially viable in the last 12 months.

Demand for qualifications and specialisations

Overall, RTOs with CSC12 on scope suggested that demand for the CSC12 was increasing with three-quarters of respondents identifying an increase in enrolments in 2013-14 as compared to 2012-13. In terms of specific qualifications, the demand for qualifications has generally remained the same (42%) or increased (25%) over the last 12 months. This is in line with enterprises' perceived increase in demand across the correctional services sector detailed earlier in this appendix. The Certificate IV (100%) and Certificate III in Correctional Practice (75%) were the most likely qualifications to be offered by RTOs.

Responding RTOs identified an increase in demand for the custodial specialisation area, with demand for other specialisation areas generally remaining consistent with previous years.

Training providers offered a range of delivery methods in 2013-14 including face-to-face, online, hard copy workbooks and workplace/on-the-job learning.

Barriers faced by RTOs

A variety of training barriers were identified by participating RTOs including:

- lack of demand for the training package
- administration and compliance requirements are too onerous
- lack of availability of training resources to support delivery of CSC12 training
- no funding to develop training resources
- lack of availability of suitably qualified and experienced trainers and/or assessors
- limited access to e-learning.

With regard to the difficulty in attracting and retaining suitably qualified trainers and assessors, respondents mentioned the difficulty in finding Diploma or Advanced Diploma qualified assessors was making it hard to meet audit requirements.

The lack of in-house skills and knowledge to implement e-learning was also seen as the major hurdle for introducing e-learning systems.

Current state of training: industry stakeholder perspective

Generally, the correctional services IAC agreed that the industry is relatively well supported by CSC12, with the package taking into account the size of the industry and generally providing a sound base for training which can be supplemented with other training packages (such as PSP12).

Maintaining a world-class training system in the face of increasing demand for services and a shift in focus from security to rehabilitation was cited as a key challenge for the industry moving forward.

IAC members raised the fragmentation of the VET regulation system in Australia (with WA and Victoria separate from the remainder of the country) as a potential area for reform. Mandatory auditing and administration demands were also highlighted by members as areas for improvement.

RTO SURVEY RESPONDENT SNAPSHOT

Location

NSW, NT, Qld
SA, Vic, WA

Regional coverage (% of respondents)

20% metropolitan

60% statewide

20% national

RTO type (% of respondents)

20% enterprise RTO
60% private RTO
20% public RTO

Delivery locations

NT,SA, Vic, WA

LOCAL GOVERNMENT

In 2014, more than 565 local governing bodies were in place across Australia [36] ranging from the very large (Shire of East Pilbara – 371,244km²)[37] through to the very small (Shire of Peppermint Grove – 1.1km²)[38].

The training needs of its 192,500 [39] person workforce are catered for by over 58 RTOs [40] with the Local Government Training Package (LGA04) on scope.

GSA received responses to the enterprise survey from all states and territories excluding the ACT and from metropolitan, regional centre, rural and remote areas. New South Wales councils provided 23% of responses with Victorian (18%), Western Australian (17%), Queensland (16%) and South Australian (11%) councils all well represented.

Nearly half of the respondents (45%) described themselves as rural or remote councils with 37% based in regional centres and 18% in metropolitan areas.

Additional feedback and insights regarding the local government sector was gained via qualitative research with the Local Government IAC, workshops, workforce development analyses and through training package technical reference groups (TRGs).

ENTERPRISE SURVEY RESPONDENT SNAPSHOT

State/territory coverage

All states and territories except ACT

Regional distribution (% of respondents)

45% rural/remote

37% regional centre

18% metropolitan

Staff numbers (% of respondents)

1-20	1%
21-50	14%
51-200	30%
201-500	32%
500+	23%

1 LATEST INDUSTRY INTELLIGENCE

Over the past few years local government in Australia has undergone a period of significant change and uncertainty:

> In 2013 a referendum aiming to establish financial recognition of local government in the constitution [41] was cancelled

> The current federal government is committed to producing a White Paper on the Reform of the Federation [42]

> The New South Wales Government has introduced the 'Fit For the Future' reform of local councils [43]

> Many more reform processes at the state and territory level [44].

In this context, GSA data collection has identified the following key trends and factors that continue to impact on the local government workforce and those that are likely to continue to have impact over the coming five years.

Ageing workforce

An ageing workforce continues to have a profound effect across the sector, with 79% of local government respondents highlighting this as a factor to impact/shape the workforce over the next 5 years. Although this represents a slight decrease from previous environmental scans (86% in 2014 and 84% in 2013), an ageing workforce remains the most commonly cited factor likely to affect the industry.

On average, the local government workforce is an older workforce compared to other tiers of government and industry sectors, with 37% of workers older than 50 years compared to the labour force average of 27% [45]. An ageing workforce brings challenges such as a loss of corporate or industry-specific knowledge, a loss of expertise and wisdom, and difficulties replacing retirees [46].

When probed on the ways an ageing workforce will affect the workforce, 93% of respondents suggested that the potential loss of organisation or industry-specific knowledge was the key element of concern. Other reasons that linked in with an 'organisational loss' of knowledge/skill/ability were also suggested with over half of respondents identifying a loss of technical skills (57%) and a loss of mentors for young staff (51%) as key reasons.

Interestingly, managing health issues was identified by 66% of respondents as a specific challenge in an ageing workforce.

Chart 11: specific issues organisations will face as a result of an ageing workforce

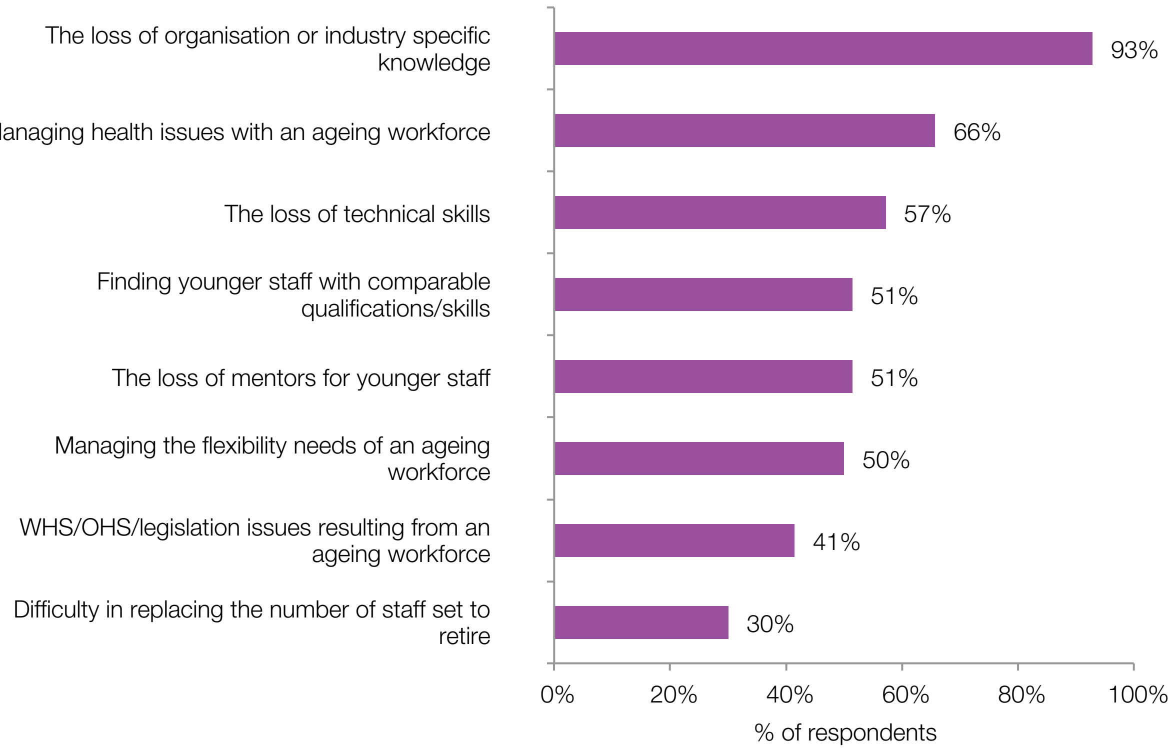
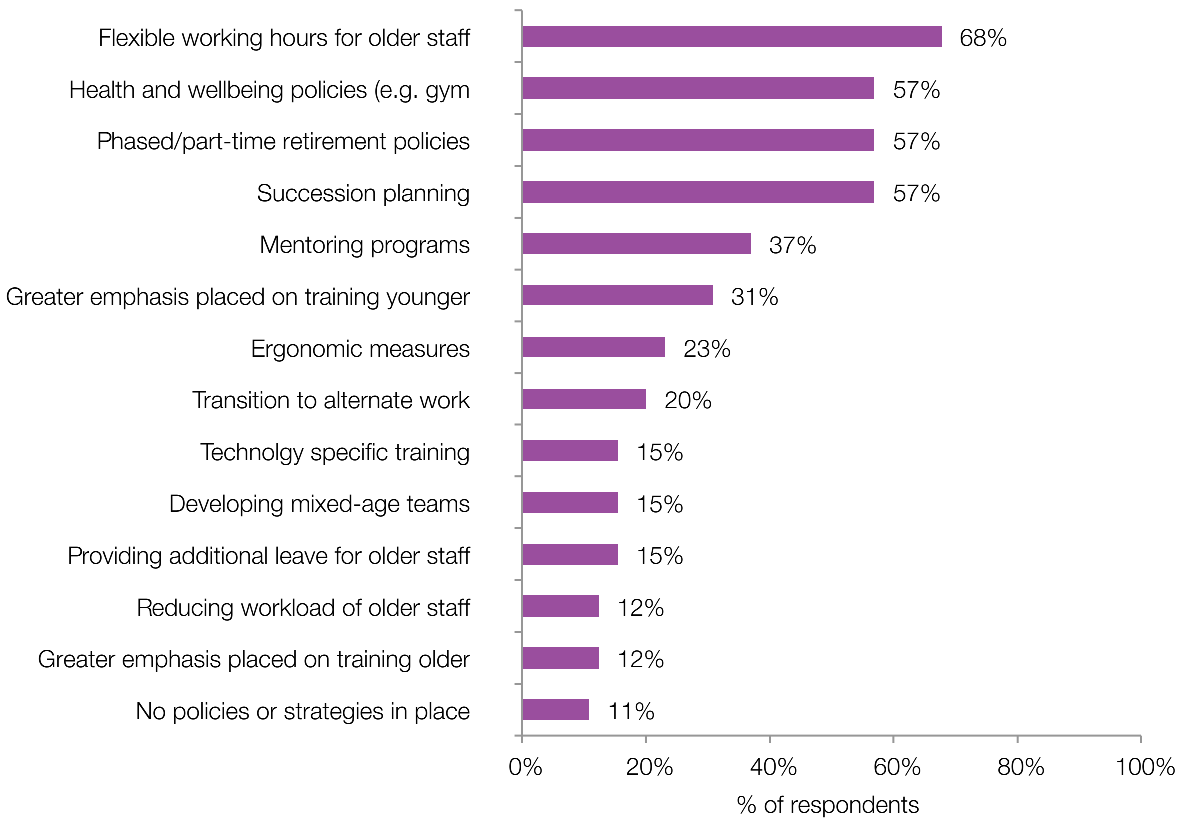


Chart 12: strategies in place to overcome an ageing workforce



With an emphasis placed on managing the health of an ageing workforce, many of the strategies currently in place reflect this priority with flexible working hours (68%) and health and wellbeing policies, for example gym membership (57%), already in place. Phased-retirement and succession planning (each 57%) were also common strategies.

Only just over one-third of respondents utilise mentorship programs. Little investment seems to be made in training for older employees with just 12% of councils engaging in training activity for older workers.

Only 11% of local governments across Australia have no policies or strategies in place to combat an ageing workforce. Of these councils with no strategies in place, all but one were rural or remote councils with between 41-80% of their workforce comprising baby boomers (those born between 1946-1964). This suggests there is a need for workforce development assistance in rural and remote areas.

Counterintuitively, the research also suggests that councils with fewer baby boomers within their workforce were more likely to have specific strategies in place. As Figure 13 illustrates, those councils with a baby boomer population less than 40% of their total workforce were more likely to provide older staff with flexible working hours, have phased retirement strategies in place and have undertaken succession planning and mentoring programs.

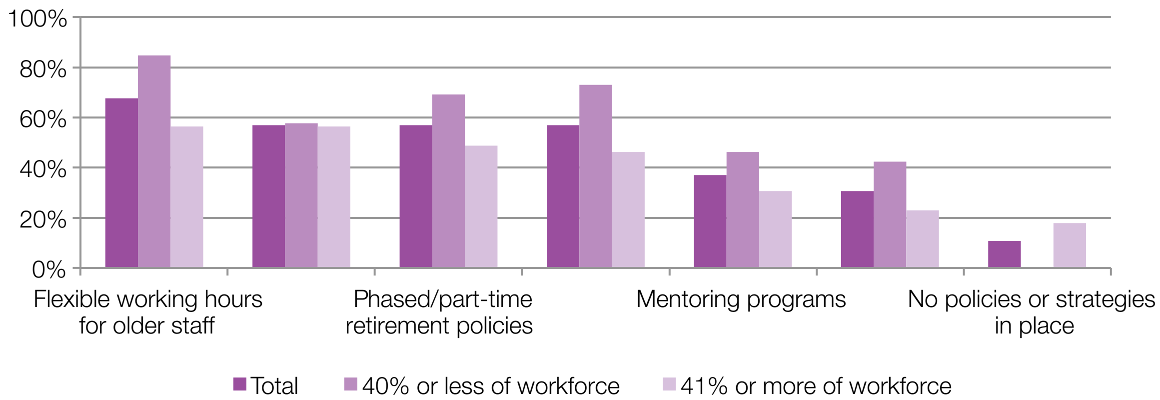
Some respondents mentioned the difficulties of not knowing when older employees plan to retire and the difficulty this presents for workforce planning. Open communication between the older workforce and council is essential to preparing for imminent retirements.

Financial pressures

Much of local government funding is derived from rates and grants from both federal and state governments. In 2014, a combination of increasing community expectation that rates would remain the same and limited funding opportunities from both federal and state governments meant that budgeting became of paramount importance for councils. Indeed, 57% of councils identified economic factors/budget cuts as impacting or shaping the local government workforce over the next 5 years. This is consistent with 2014 survey results where 59% of councils identified financial pressures as an issue, and has increased from 41% in 2013.

The 2014-15 federal budget outlined the pausing of CPI indexation on Financial Assistance Grants (FAGs) for the next 3 years [47]. In essence, the pause in indexation will equate to $925.2 million less revenue for local government over the next four years [48], which both IAC members and local governments around Australia suggest will have a significant impact on council, both internally and at the community level.

Chart 13: strategies in place to overcome an ageing workforce, split by generational consistency



IAC members identified that the pausing of indexation may lead to a decrease in infrastructure projects, which in turn will have significant effects on training and employment. The most significant impact will likely be felt by rural and remote councils that may not have the same capacity to absorb costs as metropolitan councils. Indeed, rural and remote councils that responded to the enterprise survey were more likely than other councils to rate economic factors/budget cuts as a critical issue with 68% of rural and remote councils selecting this, making this factor as critical as the ageing workforce (also 68%).

In addition to the FAGs, councils also highlighted the role of rate-pegging and proposed freezing of council rates in some states as an additional financial pressure for councils to contend with.

Legislation/regulation

Federal and state legislation and changes in regulation have added to a sense of uncertainty that has been prevalent across the local government industry in 2014. Forty-six per cent of respondents from the enterprise survey, up slightly from 42% of respondents in the 2014 Environmental Scan say they have cause for concern related to legislation or regulation.

Specific reform packages such as the Fit For the Future package in New South Wales have driven much of the feedback relating to changes in regulation or legislation. The Fit for the Future program asks NSW councils to review their current situation, prepare a submission as to how they intend to become fit for the future. The NSW government will then assist councils in the implementation of their plan, whether this be through merging with other councils or implementing processes and procedures to set up an new and innovative way of working [43]. Respondents to the enterprise survey highlighted the uncertainty of the possibility of voluntary amalgamations as a part of the Fit for the Future program as reasoning behind their selection of regulation/legislation as a major factor to affect the industry in the coming years.

In addition, changes in industrial relations legislation in Queensland – such as the modernisation of the Local Government Industry Award [49] from 19 separate awards to a single award – has led to additional work for councils to review enterprise bargaining agreements with staff, with others suggesting that it will have cost implications for councils.

Amalgamations

Amalgamations was identified as an ongoing issue for local governments in Western Australia and New South Wales with 24% of councils (all but 1 from WA and NSW) stating that this will likely impact the industry over the next 5 years.

NSW respondents suggested that the preparation for Fit for the Future program [43] as detailed above has led to a large amount of uncertainty within councils, particularly for rural and remote councils. Uncertainty around if and when amalgamations will occur, a lack of clarity on what constitutes a 'rural' council and a lack of information on what will occur past the 5 year mark in the future have compounded the issue.

A similar environment is evident in WA, with councils awaiting Local Government Reform decisions to be made by the state government.

Increased scope of duties for individual staff

Thirty-eight per cent of councils identified an increased scope of duties for individual staff as a factor that will shape the workforce in the coming years, an increase of 9% from the previous environmental scan.

The increase in this factor appears to be driven primarily by ever tightening budgets and continuing financial pressures, with councils asking staff to perform an increased scope of duties as a way of seeking greater overall productivity. On top of this, some councils reported a growing internal and external expectation that staff be 'multi-disciplined' rather than technical specialists, enabling fewer staff to perform a greater breadth of work.

While an increased scope of duties can provide greater job stimulation and provide additional motivation for staff to perform at a high level, excessive duties can result in added burden to staff already performing near capacity. Councils need to ensure as budgets continue to tighten, a balance is maintained to ensure that these duties do not lead to work overload, a key factor in job burnout [50].

Growth in demand

Increased demand as a result of community growth and an ageing population has seen over one-quarter of councils highlight this as a critical factor. Growth in demand appears to be a result of both increased community expectation of councils as well as the service needs of an ageing population.

Communities are expecting more of their councils and are increasingly more likely to expect councils to deliver broader services to an overall high standard [51]. This increase in expectation has led to a new trend of community governance, in which councils are no longer just expected to engage with the community in certain areas of decision making, but rather, communities are becoming joint decision makers and more and more involved in council operations [52].

The ageing population has a broad impact for councils, not only due to an ageing workforce but also of the increased community demand for aged care services as the community ages.

Although some councils have identified that ongoing service reviews and continuous improvement plans are in place to respond to changing community demands, few identified any current strategies to monitor growth in the short term. Long term strategies such as strategic workforce planning to identify and resource key changes in demand were more likely to be used by councils.

Attraction and retention of staff

Fifty-one per cent of respondents indicated that they had recruitment difficulties within the last 12 months, with 59% anticipating recruitment difficulties over the next 5 years. While lower, 32% of councils still experienced some retention difficulties in the last year with over half (51%) anticipating this trend to continue.

A comparison of recruitment difficulties over the last 3 years reveals that similar issues are experienced by local governments.

The 8% decrease in the 'attractiveness of the resources sector' as a reason for recruitment difficulties supports anecdotal evidence from stakeholders with regard to the decrease in mining industry recruitment over the last 12 months.

Turnover rates for councils remained relatively consistent with previous years with 40% of councils experiencing a turnover rate of between 6-10% of staff (↑2% from the 2014 Environmental Scan). A further 28% (↑3%) experienced minimal staff turnover of 5% or less.

Despite this relatively low turnover rate, 32% of councils suggested that they had experienced retention difficulties in the last 12 months and 51% anticipate such difficulties in the years to come. Many of the reasons for retention difficulties mirror the issues being faced in recruitment; the 'attractiveness of the resources sector' also shows a downward trend for retention difficulties with a decrease of 15% from the 2014 Environmental Scan research.

Table 8: reasons for recruitment difficulties over time

	2013 E-Scan	2014 E-Scan	2015 E-Scan	Δ in last 12months
Salary competition	81%	74%	74%	No Δ
Lack of suitably skilled workers	65%	56%	57%	↑ 1%
Location	44%	47%	52%	↑ 5%
Attractiveness of the private sector/other industries	46%	47%	49%	↑ 2%
Attractiveness of the resources sector	37%	39%	31%	↓ 8%

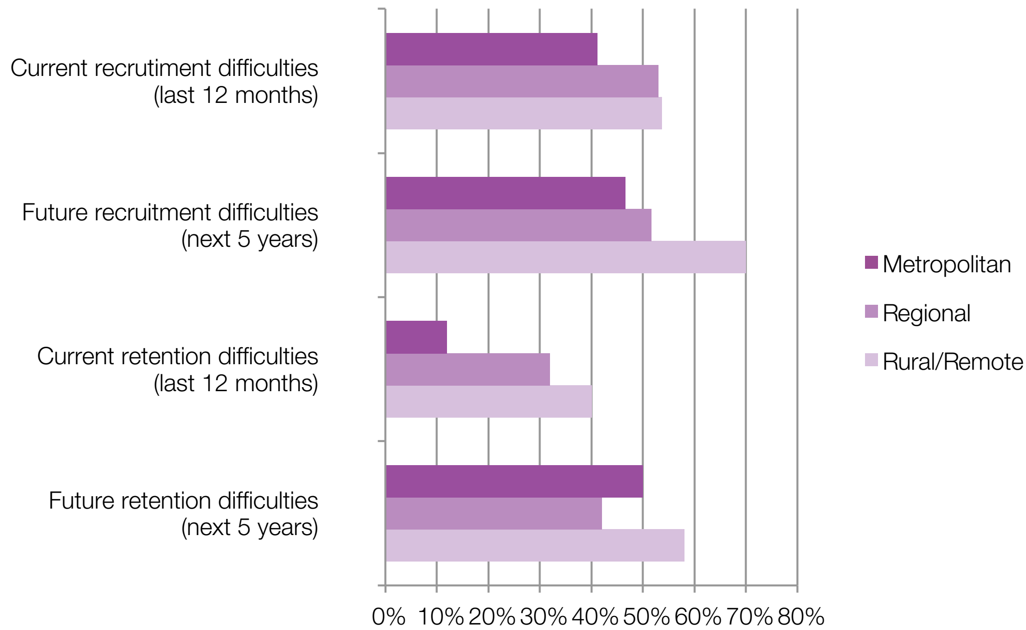
Table 9: reasons for retention difficulties over time

	2013 E-Scan	2014 E-Scan	2015 E-Scan	Δ in last 12 months
Attractiveness of the private sector/other industries	50%	54%	52%	↓ 2%
Retirement pending	25%	26%	38%	↑ 12%
Attractiveness of resource sector	42%	44%	29%	↓ 15%
No foreseeable career pathway	29%	28%	25%	↓ 3%
Inconvenient location	17%	31%	23%	↓ 8%

Pending retirements is also identified as a critical factor impacting on retention, with the percentage of councils experiencing retention difficulties continuing an upward trend to 38%.

Perhaps understandably, the degree to which councils experienced recruitment and retention difficulties in the last 12 months and the degree to which they expect these difficulties to continue was generally more likely to occur for rural/remote councils than metropolitan or regional centre councils. As illustrated below, 54% and 40% of rural/remote councils have experienced recruitment and retention difficulties respectively in the last 12 months with an even greater proportion of rural/remote councils expecting this trend to continue over the next 5 years for both recruitment (70%) and retention (58%).

Chart 14: recruitment and retention difficulties by region



These results echo the findings of recent research by ACELG that highlights the difficulty in attracting, recruiting and retaining senior staff and CEOs to rural/remote and indigenous areas [53][54]. Challenges such as competition with other industries, a reluctance to relocate, poor access to facilities, weak infrastructure and remoteness were some of the barriers identified.

Preparedness

Overall, for all factors identified as likely to impact the local government workforce over the next 5 years, respondents to the enterprise survey suggested that their organisation was either prepared or very prepared for 49% of all highlighted factors.

Enterprises felt they were most prepared to deal with issues relating to staff retention, legislation/regulation, economic factors/budget cuts and growth in demand.

On the other hand, issues such as amalgamation, the ageing workforce, an increased scope of duties for individual staff and attraction of workers were highlighted as areas to improve upon.

Only 44% of councils that identified an ageing workforce as a factor felt that they were prepared or very prepared to manage this issue in the years to come. This finding, coupled with the knowledge that 17% of these enterprises have no current strategy in place for an ageing workforce suggests that more workforce development strategy and planning is needed to address this issue for the sector.

Table 10: preparedness to face each factor

Factors for which enterprises are most prepared...	Very prepared / prepared	Factors for which enterprises are least prepared...	Very prepared / prepared
WHS/OHS issues	68%	Labour shortages	44%
Retention of staff	62%	Amalgamation	44%
Impact of new technologies	60%	Projected retirements/ageing workforce	43%
Legislation/regulation	58%	Increased scope of duties for individual staff	41%
Economic factors/budget cuts	55%	Attraction of workers	38%
Growth in demand	55%	Competition with other sectors	24%

2 IDENTIFIED WORKFORCE DEVELOPMENT NEEDS

Current and emerging skills gaps

When asked to identify specific roles for which organisations are currently experiencing or expecting recruitment and retention difficulties, respondents to the GSA enterprise survey regularly cited the following occupations:

- engineers
- urban/town planners
- surveyors
- community/customer service roles
- senior management/CEO
- accounting/finance roles
- environmental health officer
- aged care staff.

The local government workforce is a diverse workforce with a wide variety of roles, making extrapolation of specific occupation and skills gaps difficult. The recent ALGWE census of local government overcame this difficulty by grouping like occupations into four categories [55]:

- 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).

By combining this categorisation with GSA data, it is clear that councils are or anticipate difficulty in attracting and retaining staff across all areas.

Skills needs

In comparison with the 2014 Environmental Scan, respondents to the current environmental scan surveys identified the increasing importance of communication, teamwork and customer service skills. Leadership and management, information communications and technology (ICT), digital literacy and project management continue to remain training needs areas.

Foundation/generic skills needs

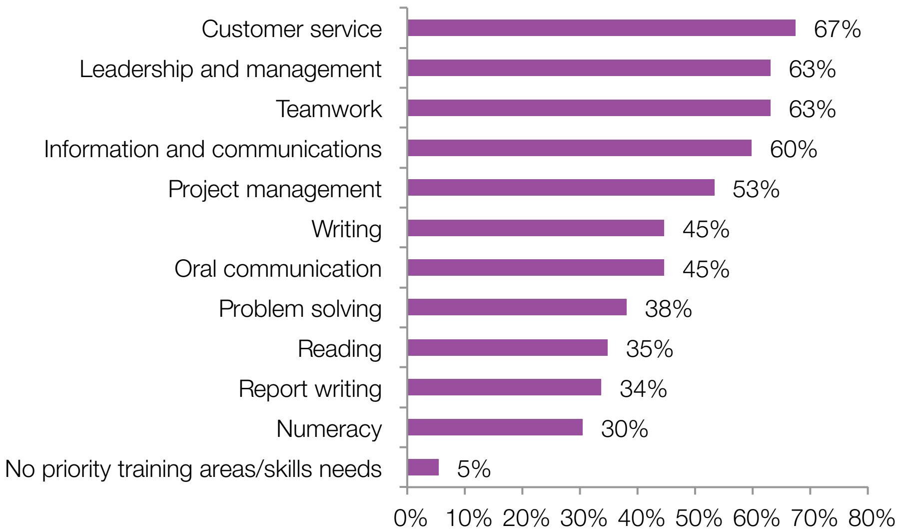
A range of foundation and generic skills were identified as priority training areas for councils across Australia, with only 5% of councils suggesting that there were no priority training areas/skills needs within their organisation. As seen in Chart 15, customer service, leadership and management, teamwork and ICT skills were identified as the key training priorities across councils.

Customer service

Customer service skills were highlighted by 67% of councils as a training priority; it is one of the key skills in demand for councils regardless of organisational size or geographic region.

Driven by an increasing public expectation of services and increasing scope of service, best practice customer service is essential for councils to continue to meet and exceed community expectations of service.

Chart 15: priority training areas for local government enterprises



Leadership and management

Nearly two-thirds (63%) of councils cited leadership and management as a training priority within their organisation. Although there was minimal difference based on geographic location, councils with over 500 employees were far more likely to suggest this as a skills-gap (86%) than councils with 50 or fewer employees (36%).

The majority of organisations that highlighted leadership and management as a priority training need have implemented programs and strategies to address it.

While some councils implemented organisation-wide leadership development training, the majority focussed the training on specific areas of the organisation that were identified through performance and development processes, task analysis and individual needs analysis. These specific strategies tended to focus on existing leaders and managers through the setting of leadership capabilities or development of leadership development and coaching programs. Other organisations made a priority of focussing training on the next generation of leaders, implementing 'under 30' leadership development programs.

The need for leadership and management training within local government has recently drawn much attention, particularly with reference to attraction, recruitment and retention of senior management and CEO level staff. In a recent report, the lack of a consistent framework of leadership capabilities within the local government context was seen to be a barrier for leaders, resulting in an greater emphasis on functional rather than leadership tasks [6].

Teamwork

The ability to work effectively as part of a team is routinely ranked as one of the most important behaviours sought by employers [56], and indeed, local government respondents to the enterprise survey ranked teamwork skills (63%) just as highly as leadership and management skills in terms of being a training priority.

Effective teamwork skills appear to be an antecedent of an employee's ability to work cohesively and respectively with co-workers. In a recent study, for example, of employer perception of skills, it was found that 'establishing a good rapport with co-workers' was ranked as the equal most important skill from an employer point of view [57].

Training, of any sort, was not identified by respondents as an effective strategy to help build team work skills, with only a few respondents integrating specific team building exercises into their training strategies.

ICT and digital literacy

Local governments continued to embrace new technologies in 2014, leading to a continued need for ICT and digital literacy training across the sector. However, only 15% of local government enterprises had employed technology based training as a strategy for the ageing workforce.

Foundation skills

LLN skills remain training priorities for councils, with 55% of councils highlighting at least one LLN skill to be a training priority. Oral communication and writing skills (each 45%) were the most likely skills needs to be identified with reading (35%) and numeracy (30%) skills also priority training areas.

Many local councils have introduced LLN assessments in their recruitment and induction processes and have ongoing support where needed. The discontinuation of WELL funding has become a barrier to training for many councils.

Sector-specific skills needs

For indoor staff, councils highlighted skills needs in regulatory services, conflict resolution and digital literacy. For outdoor staff, the main training needs areas include work health and safety and compliance training. For councils in NSW and Queensland, water and plant operations are seen as a specific skills need.

Knowledge of the local government sector was seen by councils to be an advantage but not a pressing training need.

Emerging skills needs

The majority of councils (62%) agreed that the skills requirements of their organisation were changing, a slight increase from the 2014 Environmental Scan (57%). The most common areas reported for local councils included:

- ICT and the use of new technologies
- change management skills
- advanced communication skills
- advanced thinking/creative thinking.

Over half (55%) of participating councils indicated that new occupations had been created in their organisations within the last 12 months. In line with the increasing training emphasis on communications, communications officers and customer experience officers were two of the most common new roles created by councils over the last 12 months. Other common roles included:

- business analyst
- IT analyst/coordinator
- graphic designer
- economic development officer
- change management professionals
- generalist and strategic management
- HR/corporate planning
- engineer
- governance manager

Workforce development and strategies to address skills needs

Training and professional development

Councils continue to use a variety of approaches to attain the required skills within their organisations. Recruitment of staff with the required skills is the preferred recruitment technique (69%) compared with recruiting unskilled staff to train up (36%), using temporary staff (30%) and contracting work out (29%).

Despite this recruitment preference, training remains a strong strategy for acquiring skills with 83% of councils suggesting that they train staff internally and 78% using external training providers.

Apprentices, traineeships and cadetships continue to be a common strategy for skilling staff with 70% of councils using this approach.

Workforce development activities

Councils continue to conduct workforce planning activities in-house, with the development of strategies to build and maintain workforce capacity (65%) and a complete analysis of the organisation's direction, internal and external environments (63%) the most common activities undertaken.

Chart 16: workforce development activities conducted over the last 12 months

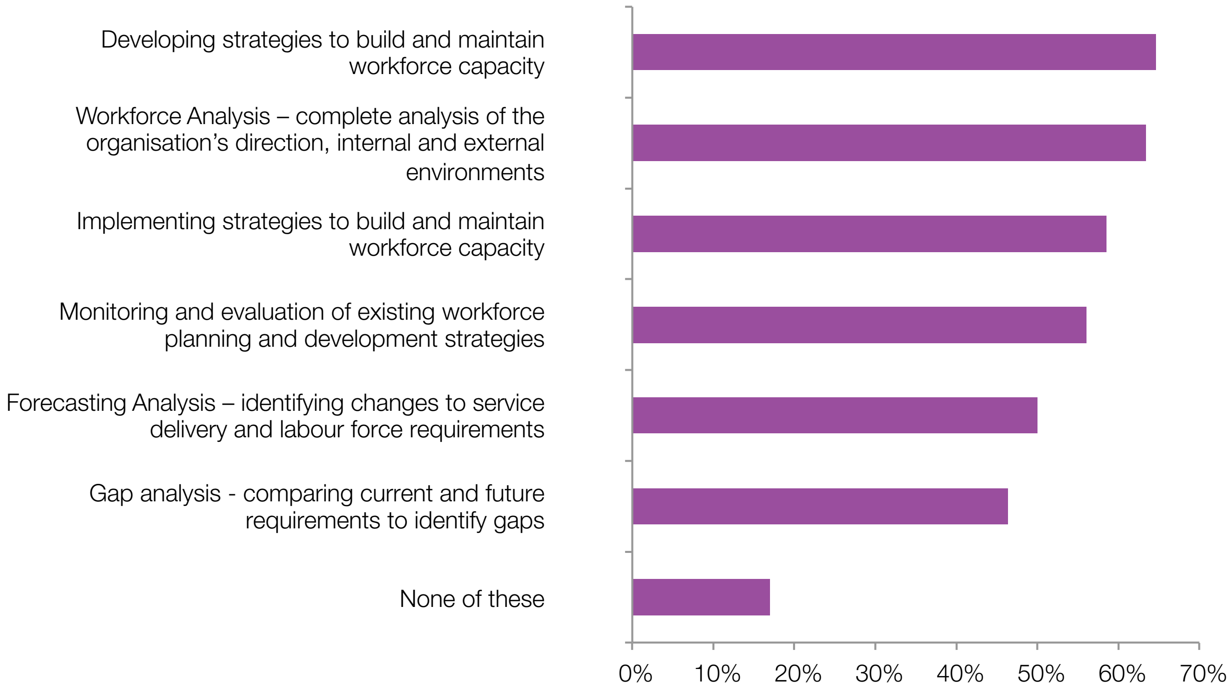
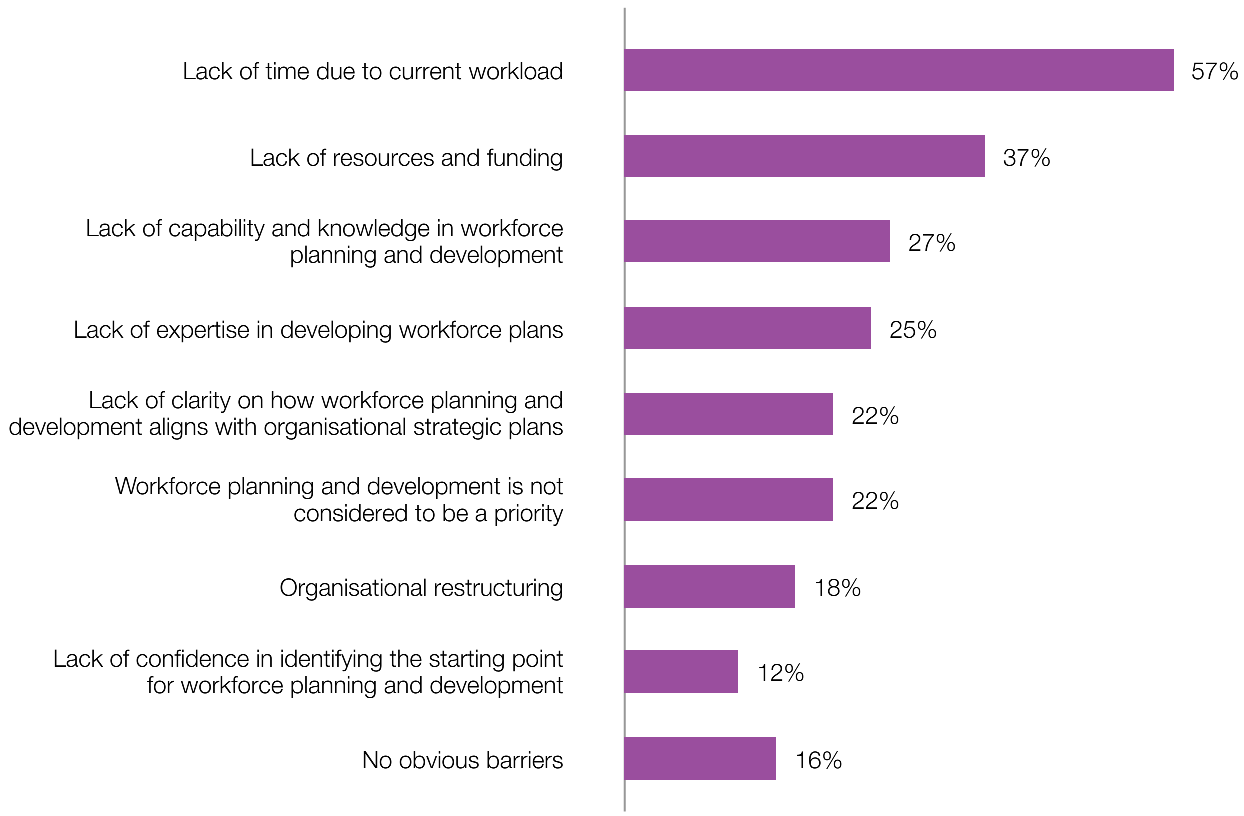


Chart 17: barriers to conducting workforce planning and development activities



In the 2014 Environmental Scan, only 8% of councils reported that no workforce planning activities had been undertaken in their councils. In the current research, a total of 17% of councils had not undertaken any of the broad workforce planning activities presented to them. Conversely, nearly one-third of councils had conducted all six presented workforce planning activities in the last 12 months.

Rural/remote councils were the least likely of all councils to partake in any workforce planning activities, with only just over half of these councils undertaking some form of workforce analysis over the past 12 month. Large councils (500 plus employees) were also far more likely than any other type of councils to have undertaken any workforce planning activities over the last 12 months.

Barriers to workforce planning

Consistent with previous environmental scans, a lack of time was the key barrier identified to undertaking workforce planning (57%) and a lack of resources and funding (37%) were considered by enterprises to be the main barriers to workforce planning in councils.

Along with these barriers, the data suggests that councils are more likely to suggest that they haven't the knowledge or skills to conduct workforce planning activities in their organisation and that workforce planning is not considered a priority in many organisations. The following barriers were cited in surveys:

> lack of capability and knowledge in workforce planning and development (27%, ↑8% on 2014 Environmental Scan)

> lack of expertise in developing workforce plans (25%, ↑7%)

> workforce planning and development is not considered to be a priority (22%, ↑6%).

The lack of priority given to workforce planning is a symptom of ever-tightening budgets and a lack of funding, according to IAC members. In the qualitative research, IAC members suggested that workforce planning projects are generally being delayed or placed in danger of being discontinued due to the need for councils to prioritise spending. Despite this, IAC members identified that the importance of workforce planning is well known in the industry and it is seen as integral for investing in the future of local government.

Of those who have undertaken no workforce development activities over the past 12 months, nearly three-quarters were rural or remote councils.

3 CURRENT IMPACT OF THE TRAINING PACKAGE

Current state of training: enterprise perspective

Use of LGA04

The Local Government Training Package (LGA04) was used by 38% of participating councils, with a similar percentage (34%) suggesting that the LGA04 was not used. The remainder (28%) were unsure whether or not their council used this training package. Given that the enterprise survey was targeted at CEO, senior management or HR/training positions within councils, this lack of knowledge of the LGA04 is a sign of the need for greater awareness of the LGA04 and its potential benefits to local councils.

Although the use of the LGA04 has remained similar to previous years, the way in which councils are using the training package appears to be changing. Full qualifications were used by 69% of councils (↓17% on previous year) with individual units of competency increasing in use with 66% of councils take this approach (↑4%). Nationally endorsed skills sets were also used by roughly half of all councils. These findings are in line with qualitative feedback form the IAC members that stated that there is a greater demand for short courses and skills sets rather than full qualifications.

For those who did access LGA04 training, the majority suggested that it was being used to upskill staff (90%), as part of training program content (42%), to comply with licensing requirements (39%). Pleasingly, the training was also used to conduct workforce planning activities with some councils using the training package to identify training needs/skills gaps and for succession planning/career planning frameworks (each 29%).

Historically, councils have tended to access training through private RTOs rather than public RTOs; however, in the current research, enterprises identified that they tended to use public RTOs (81%) more so than private RTOs (66%).

Key drivers for this decision tended to fall on the accessibility of external providers (77%) and their method of delivery (74%), with other reasons including:

- cost (68%)
- past experience with the RTO (65%)
- availability (58%)
- reputation (48%).

Just over half of respondents (52%) found it easy or very easy to find suitable RTOs. Just 16% of councils suggested they have had some difficulty in their search for an RTO. All but one of these councils that had difficulty were from a rural or remote area, suggesting that geographic location and availability of RTOs is an issue for these councils.

Despite some difficulties, the overall experience councils have with external providers is very positive, with 71% having a positive or very positive experience with RTOs delivering their training. This positive relationship was created for some councils through strong ongoing relationships and an increased collaborative approach between council and external provider. Indeed, most councils provided the external RTO with access to their workplace for the purposes of assessment (71%) or provided the RTO with organisational documentation for contextualisation (68%).

The reasons councils gave for electing to use a nationally endorsed training package included:

- relevance to the workplace (81%)
- sector-specific content (59%)
- choice of qualifications (53%)
- advantage of a nationally recognised qualification (53%)
- portability of skills and knowledge (47%)
- formal recognition of prior learning (44%).

Of those councils that do not use LGA04 for training, the main reasons included:

- other courses or training being more relevant (52%)
- lack of RTOs in the region (31%)
- cost of training (31%)
- content did not meet their training needs (31%)
- staff preferring training from other training packages (28%)
- lack of awareness of LGA04 (24%).

It is interesting that the main benefit of the LGA04 for those who use the training package is the relevance of the package to the industry, while relevance is the key barrier for councils in not using the package. This could be explained a number of ways:

- Better communication and information needs to be provided to councils to highlight the relevance of the LGA04 to the local government sector.
- More local governments need to become involved in the development of LGA04 content.

Satisfaction and positives

Overall, 83% of respondents were satisfied with their experience of LGA04, with the relevance of LGA04 (90%) and relevance to the industry (90%) being highlighted as the most satisfying aspects of the package.

Table 11: satisfaction with aspects of the LGA04 training package

Based on your experience with the LGA04, how satisfied are you…	Satisfied or very satisfied
That the training package is up-to-date	90%
With the relevance of the training package to your industry	90%
With the quality of the training package	87%
With the flexibility of the training package	83%
That the information within the training package is comprehensive	80%
That the training package effectively meets the needs of your organisation	73%
That the training package is aligned to job roles within your organisation	69%
With the training package overall	83%

Satisfaction with the training package was lowest for rural and remote councils, with further analysis identifying that although the package was seen to be industry-specific, greater emphasis on small or remote council operations within the package would be advantageous.

While the NCVER data following provides a limited snapshot of overall training package use as a considerable portion of training occurs outside the publically funded VET system, it is useful to explore. Based on this data, enrolments in the LGA have fallen to their lowest level in the last 5 years, driven by a decrease in the Certificate IV and Diploma level enrolments. In comparison, completions in LGA have remained relatively consistent over time, with completions falling in the mid-200 to mid-300 range from year to year.

The following NCVER data, although not encapsulating all private RTOs, is validated by responses to the GSA RTO survey. Respondents with LGA04 on scope were most likely to offer qualifications in line with Table 12 and Table 13, with 73% offering Certificate IV level qualifications, 67% Certificate III and 47% Diploma in Local Government. The drop in enrolments seen above is mirrored by the response to the RTO survey, where three-quarters of respondents suggested that their LGA4 enrolments have decreased in the last financial year. On top of this, demand for each qualification level was seen to have fallen by up to 50%.

Other packages used

The local government sector is diverse with an ever-increasing scope of service, with many roles requiring specific skills not covered by LGA04. It is not surprising therefore, that 29% of respondents indicated that VET training packages other than LGA04 were used within their council. These included:

- Agriculture, Horticulture and Conservation and Land Management (AHC10)
- Business Services (BSB07)
- Resources and Infrastructure Industry (RII)
- Water (NWP07)
- Community Services (CHC08)
- Electrotechnology (UEE11)
- Training and Education (TAE10)
- Public Sector (PSP12)
- Construction, Plumbing and Services (CPC08)

Table 12: student enrolments by Australian Qualifications Framework level, 2009-2013

AQF level	2009	2010	2011	2012	2013
Graduate Certificate	0	0	0	0	0
Advanced Diploma	1	0	0	0	0
Diploma	31	139	239	157	59
Certificate IV	495	448	523	477	276
Certificate III	138	179	160	127	202
Certificate II	98	31	22	22	19
Certificate I	0	0	0	0	0
Total	**763**	**797**	**944**	**783**	**556**

Source: NCVER National VET Provider Collection, 2007-2012

Table 13: student completions by Australian Qualifications Framework level, 2008-2012

AQF level	2008	2009	2010	2011	2012
Graduate Certificate	0	0	0	0	0
Advanced Diploma	0	0	0	0	0
Diploma	25	1	16	108	85
Certificate IV	208	172	164	175	163
Certificate III	77	77	44	69	41
Certificate II	37	21	18	12	1
Certificate I	0	0	0	0	0
Total	**347**	**271**	**242**	**364**	**301**

Source: NCVER National VET Provider Collection, 2007-2012

Barriers to training

As shown in Chart 18, enterprise respondents' barriers for training were consistent with previous research with the following barriers highlighted as most critical:

> no time for training due to workload
> cost of training
> location
> limited training budget/funding
> staff not available to backfill.

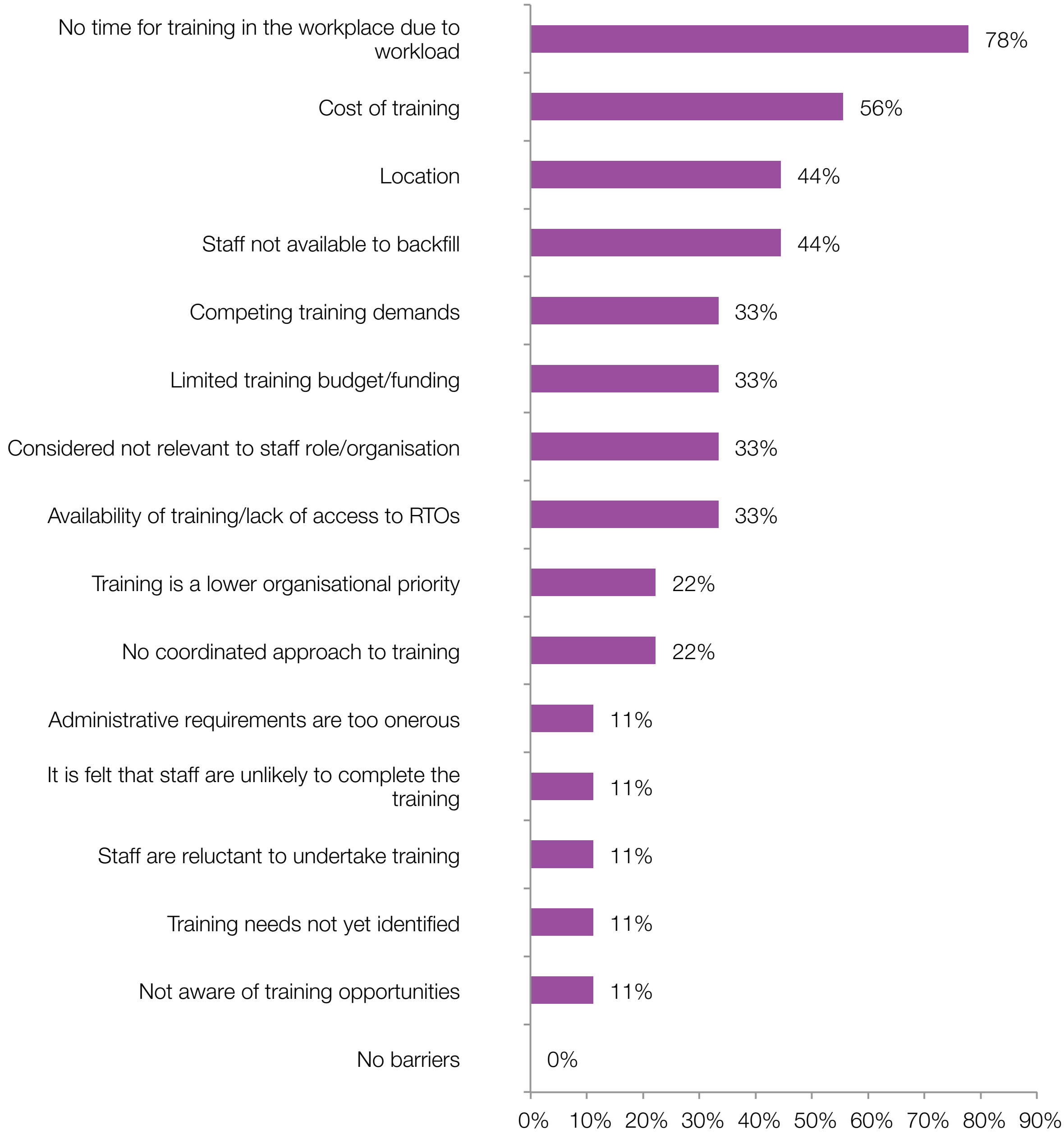
Training budgets and funding

In line with previous environmental scans, approximately 40% of organisations suggested that their training budgets had increased in 2013-14 compared to the year prior. In contrast, the current research revealed a greater proportion of councils that have reduced their training budget (41%, compared to 14% last year), signifying a significant downturn in training and professional development spending.

While 57% of councils suggested that their training budget was sufficient to meet their training needs, further exploration revealed a growing prevalence for the training budget to be used almost uniformly for regulatory and compliance training with little to no spend for additional professional development. Indeed, councils that have increased their training budget mentioned the increased cost of compliance in part for this increase.

The discontinuation of various government funded programs such as the NWDF and WELL programs have seen a drop in the number of councils with access to Australian government funding with just 42% accessing funding (↓14%).

Chart 18: barriers to training, enterprise perspective



State/territory government funding was the most popular source for training funding with 59% of councils accessing some funding (↑5% on last year), with Northern Territory (100%), Tasmania (80%) Queensland (79%) and New South Wales (74%) councils the most likely to access this funding. Councils from South Australia (50%), Western Australian (29%) and Victoria (24%) were least likely to access this funding.

Nearly one-third of councils responding to the enterprise survey suggested that they did not access any external funding, citing a lack of awareness (45%), perceived or experienced difficulty with applications processes (32%), and ineligibility and funding discontinuation (both 23%) as the main reasons for being unable to access external funding.

Current state of training: RTO perspective

Feedback from RTOs validated the perceptions of enterprises: that increased budget constraints and various macro factors have contributed to a lessening priority for training and development. Indeed, 75% of RTOs with LGA04 on scope suggested that enrolments in local government training had decreased since the previous financial year.

RTOs with LGA04 on scope delivered a range of qualifications across the 2013-14 financial year with the Certificate IV and Certificate III in Local Government the most popular amongst RTOs with 73% and 67% offering these qualifications. Forty percent of RTOs also offered units of competency not delivered as part of a qualification or skill set and a further 13% offering nationally endorsed skill sets. Non-accredited local government training was offered by 60% of RTOs (↑22%), with much of this training relating to supervisory and management roles within councils. Administration (67%), management (47%) and operational works (40%) were the most likely specialisations to be offered by RTOs.

Demand for both qualifications and specialisations tended to remain stable rather than decrease over the last 12 months. The only specialisation to show some increase in demand was that for elected members, with the vast majority of RTOs suggesting a combination of lack of demand and decreased local government budgets had contributed to the overall decrease in training across the sector.

Blended learning was identified as the preferred delivery methods for councils with 80% of RTOs providing this method of delivery. In addition, purely face-to-face learning (73%), e-learning (33%) and hard copy workbook (33%) methodologies were also used.

Barriers relating to the delivery of LGA04

A combination of a lack of demand for the LGA04 training package (50%) and a lack of awareness from industry contacts as to the availability or benefits of LGA04 (36%) combined to be the key barriers to the delivery of the package.

In addition, lack of funding to develop resources (36%) was seen as a key barrier, with RTOs suggesting that for such a 'narrow market' it is not viable to set up and develop specific resources for local government.

RTO SURVEY RESPONDENT SNAPSHOT

Location

NSW, Tas, Qld SA, Vic, WA

Regional coverage (% of respondents)

13% metropolitan

27% regional centre

7% rural or remote

20% statewide

33% national

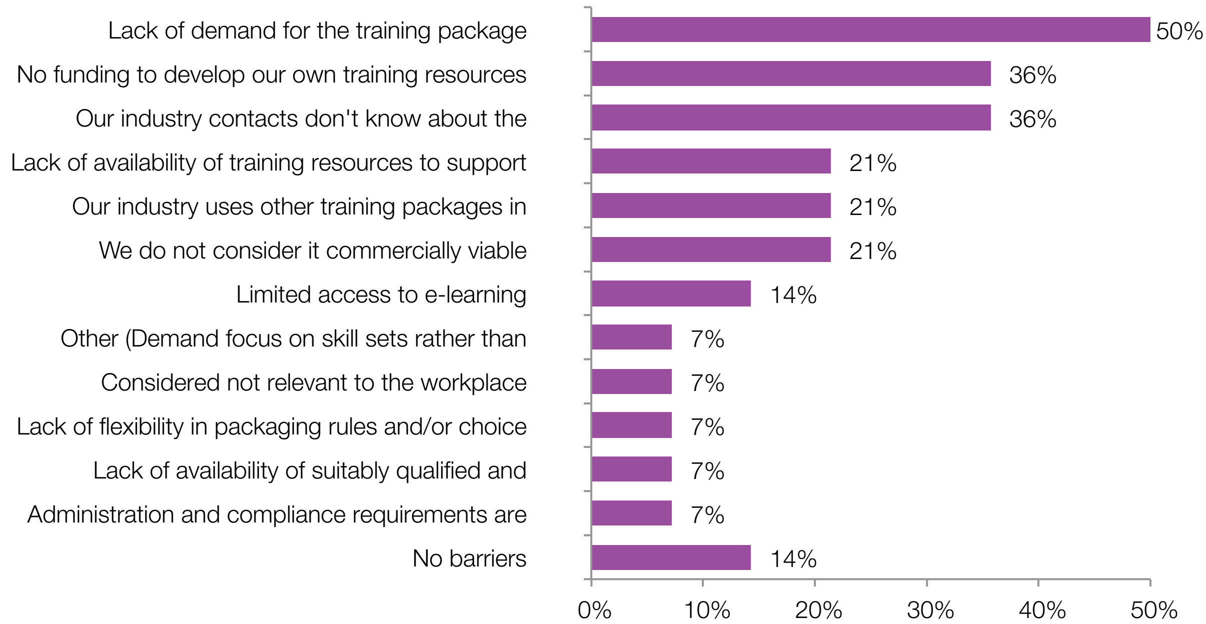
RTO type (% of respondents)

73% private
27% public

Delivery locations

All states and territories

Chart 19: barriers to training, RTO perspective



PUBLIC SAFETY

ENTERPRISE SURVEY RESPONDENT SNAPSHOT

State/territory coverage

All states and territories except SA and Tas

Regional distribution (% of respondents)

90% statewide

10% national

Staff numbers (% of respondents)

1-20	10%
21-50	0%
51-200	0%
201-500	7%
500+	90%

Sector coverage (% of respondents)*

- 60% Police
- 20% Fire
- 30% Emergency services
- 20% Emergency management
- 30% Search and rescue (including aquatic)
- 1% Biosecurity
- 10% Other areas

*Note: Some respondents covered multiple sectors

GSA received survey responses from public safety enterprises in all states and territories except South Australia and Tasmania. The vast majority of enterprises operated across the entire state/territory with only one enterprise identifying as operating nationally. The majority of enterprises identified themselves as large organisations with over 500 staff, with one quarter of these organisations suggesting that the majority of staff (81-100%) were baby boomers.

In addition to the paid workforce, volunteers play an integral role within many public safety enterprises. Responses to the enterprise survey identified that many enterprises rely heavily on this workforce with roughly 40% suggesting that their volunteer workforce comprises over 90% of the total workforce.

GSA also received industry intelligence and feedback through the Public Safety IAC, workshops, project working groups, TRGs, and from an extensive review of recent literature.

1 LATEST INDUSTRY INTELLIGENCE

GSA data collection identified the following key trends and factors that are likely to have an impact on the public safety workforce over the next five years.

Financial pressures

Public safety enterprises overwhelmingly identified financial pressures/economic factors as a key factor impacting on their organisation (80% of enterprises). Although a slightly higher proportion of respondents identified this factor than in the 2014 Environmental Scan (71%), the drivers for this factor impacting the industry remained the same with enterprises citing a tightening of budgets, funding cuts and pressure to do more with less.

Many organisations within the public safety sector are either directly part of state or territory governments or reliant on government funding so much of the feedback from enterprises has centred upon the impact of government policy of budgets and funding. Qualitative feedback revealed that government pressure to produce 'more with less' and to seek efficiencies in current operations is a key message being received from the ministerial level.

In response to this, enterprises have created various strategies around program sustainability and ensuring efficiencies are created and able to be evidenced. In Western Australia, proactive reform through the Frontline 2020 reform program has been trialled as a way of increasing these efficiencies and ensuring a high standard of service is maintained [58]. The reform is guided by the following key principles:

- Operating leaner by optimising resources, balancing cost against benefit, being more effective, efficient and productive;
- Improving control over policing to direct our effort to where it is most needed by having the right people in the right place at the right time;
- Reducing demand through problem solving, collaborating with the community and key groups, proactive policing and prevention;
- Local focused policing through closer engagement and accessibility and an emphasis on doing the things that make a difference to everyday lives.

The reform seeks to gain greater efficiencies by redeploying officers and reshaping job roles to create a more effective delivery model that is based on the delivery of core policing services.

In addition to delivering more with less, the tightening of budgets has seen a decrease in the level of 'discretionary spending' or spending not related to operational imperatives. Non-compliance training is one such discretionary spending area that has been affected with 78% of public safety enterprises suggesting that their organisational training budgets have remained the same or decreased over the last financial year.

Ageing workforce

Seventy per cent of respondents cited the ageing workforce and potential retirements as likely to have an impact on the workforce over the coming years. Despite fluctuation in the proportion of respondents highlighting this issue over the past environmental scans, anecdotal feedback received by GSA suggests that succession planning and encouraging leadership in younger workers remains a high priority across the sector.

The loss of organisational or industry-specific knowledge (86%) and managing the health issues of an ageing workforce were also cited as key issues relating to an ageing workforce. All respondents cited the potential loss of mentors as a key reason why ageing is likely to impact their organisation. This proportion (significantly higher than any other GSA sector) suggests a strong reliance on mentoring as a key professional development method across the industry. Despite this reliance, only 16% of organisations suggested that their organisation had in place a formal mentoring program.

Other strategies in place included succession planning (33%) and an emphasis placed on training younger employees (also 33%).

Increased professionalism across the sector

Qualitative feedback from IAC members identified a current trend in professionalising the industry, with priorities placed on increasing professionalism through both professional development and innovative practices. Responses to the enterprise survey validated this qualitative finding with half of those surveyed highlighting increased professionalism across the sector as a key trend.

Recently, the Australian New Zealand Policing Advisory Agency (ANZPAA) released its Police Practice Standards Model (PPSM) through the Police Professionalisation Strategy 2013-2018 [59]. Across three professional domains (Police Education and Training, Police Professional Development and Police Knowledge) the strategy outlines a process, envisioned outputs and strategic outcomes of professionalising the industry, ultimately leading to a more effective and standardised policing service. Both the PPSM and wider Police Professionalisation Strategy will continue to benefit the industry by providing consistency across jurisdictions.

Impact of new technologies

The impact of new technologies was identified by 40% of enterprises. Although many organisations across the sector are developing strategies to improve technological literacy among staff to improve efficiencies, the impact of new technologies is perhaps most critical for the policing sector with respondents from both the qualitative and quantitative research identifying the need to progress with technological development and apply this to crime prevention.

In 2014, ANZPAA continued to implement recommendations from the ACC Cybercrime Capability Assessment, developing, reviewing and providing national guidelines to assist jurisdictions to maintain a consistent approach to cybercrime [60].

Workforce diversity

Nearly one-third of enterprises identified increasing workforce diversity as a critical factor, with an additional 20% specifically identifying a need to attract and retain women in non-traditional roles.

Emergency management enterprises have continued to employ workforce development strategies to help create a workforce that better reflects the community. For example, the AFAC 2013-14 annual report identifies AFAC's involvement in driving projects aimed at recruiting youth and culturally and linguistically diverse volunteers.

VET sector reform

Recent reform and future uncertainty with regard to the VET system in Australia continues to be a concern for those in the public safety sector. An increased administrative burden due to recent changes was highlighted through the qualitative research as of concern, as was the perception of continually changing policy around VET in Australia.

Attraction, recruitment and retention issues

Over half of enterprises within the public safety sector identified a difficulty recruiting staff within the last 12 months, with 56% anticipating recruitment difficulty within the next 5 years. A variety of reasons including salary competition, applicants' personal reasons and attractiveness of other industries were identified as reasons for these recruitment difficulties.

Retention of staff was generally viewed as less of a concern for enterprises with 60% citing a turnover rate of less than 5% with only 20% identifying retention issues within the last 12 months. Contributing factors to these retention issues included unreasonable workload, organisational location, staff not feeling valued, inequitable remuneration package and the attractiveness of other industries such as mining.

Volunteers

Of particular concern for enterprises is the recruitment and retention of volunteers. Qualitative feedback from IAC members identified a number of factors as key reasons for these difficulties, including:

> a lack of understanding/recognition of the role of volunteers

> a lack of motivation for volunteers to complete personal training

> personal cost (both time and monetary)

> distance required to travel to complete compliance training.

Defence

Attraction and retention of skilled personnel continues to be a focus for Defence, particularly given that the average cost of losing a single ADF member has been reported to be over $600,000 [61].

As reported in the 2014 Environmental Scan, the *2009 Defence White Paper* outlined that the most common reasons for leaving Defence include location instability, impact on families, long separations, a lack of employment for spouses in remote locations, job dissatisfaction and the perception of career development limitations [12]. In 2013-14, Defence reported the number of voluntary separations to be 3,069 (compared to 3,445 in 2012-13) [62]. A factor highlighted as a driver of these separations was the early recruitment surge with many personnel now reaching the end of their initial minimum period of service. In response to this, the Defence Employment Offer (DEO) framework has been developed. The DEO framework aims to identify, re-evaluate and refine the key tangible and intangible benefits offered by Defence to serving staff.

As reported in the 2014 Environmental Scan, attraction and retention of women, Indigenous Australians, people from culturally and linguistically diverse backgrounds and people with disabilities are ongoing priorities for Defence.

2 IDENTIFIED WORKFORCE DEVELOPMENT NEEDS

Current and emerging skill gaps

Areas where organisations are currently experiencing recruitment/retention difficulties or anticipate future difficulties:

- volunteer and auxiliary firefighters
- police constables
- Aboriginal community police officers
- rail safety officers.

Half of all respondents agreed that the skills needs of staff in the public safety sector are changing. Emerging skills in information, communications and technology as well as higher order leadership and management such as change management were cited by respondents as examples of changing skills needs within individual organisations.

Skills needs

In line with previous iterations of the environmental scan, teamwork, leadership and management and ICT skills remain critical training needs for the sector.

Teamwork

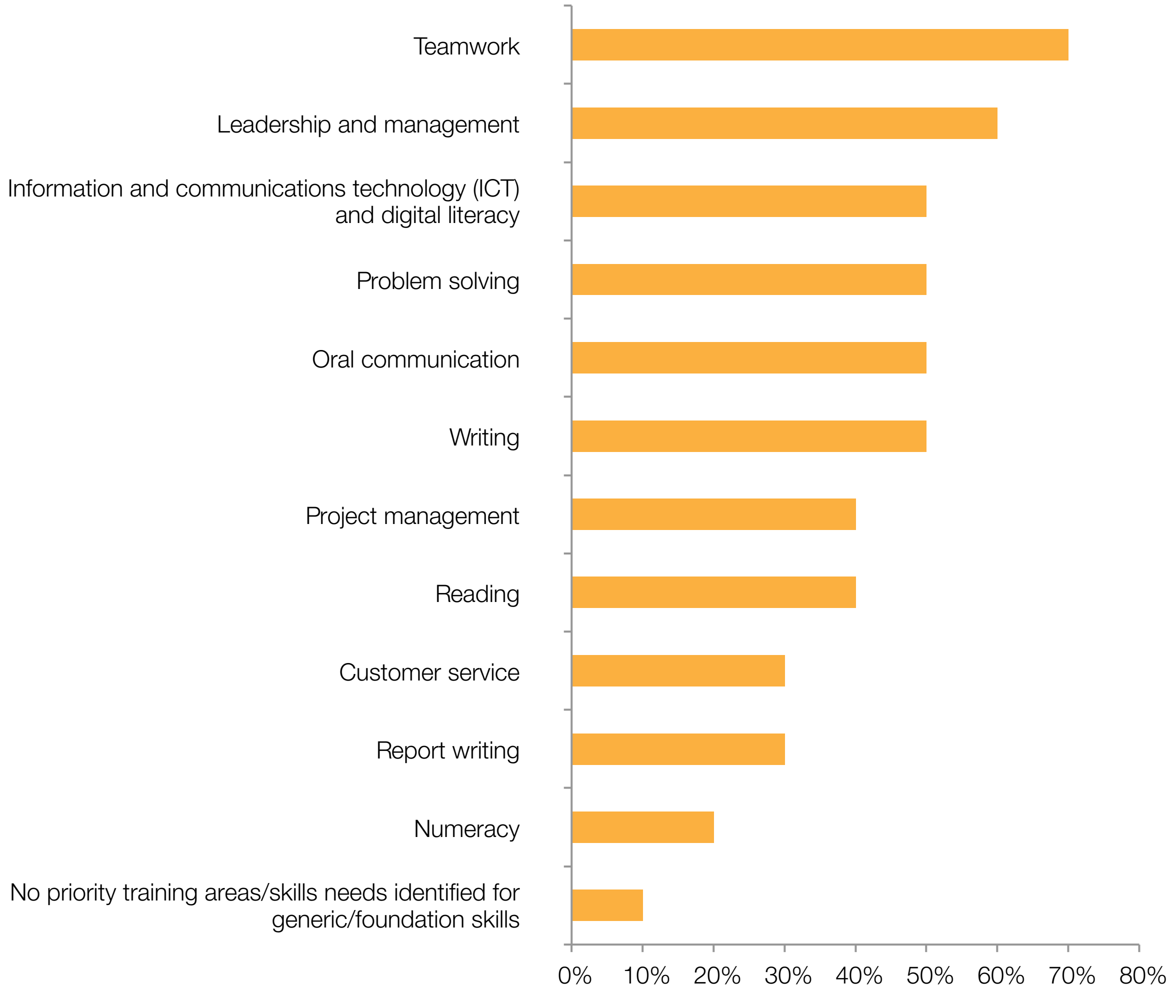
Teamwork was cited as a priority generic skills training area by 70% of enterprises. This represents a shift in priority from previous years when leadership and management skills and ICT skills have generally been seen as greater priorities than teamwork.

Qualitative research revealed a greater emphasis is being placed on cross-jurisdictional cooperation and teamwork to ensure that the sector as a whole works more efficiently and to avoid duplication of services.

Leadership and management

Some responses from the qualitative research identified a need to provide staff with the skills and tools at the management level. This was further evidenced in the quantitative research with 60% of respondents identifying leadership and management skills as a training priority.

Chart 20: critical training needs for public safety sector, 2013-2014



ICT and digital literacy

Cited by 50% of respondents as a training priority, ICT continues to be a key area for skills development across the sector. The training needs in ICT revolve around both a reactive and proactive approach to public safety according to the qualitative research. In the police sector ICT skills are needed to combat ever increasing occurrence of technological crime. For example, the most recent annual report by the Australian Crime Commission highlighted a number of strategic intelligence gathering operations conducted over the year. One such operation centred on the illegal use of 3D printing technologies in organised crime [63]. Although the threat of 3D printing in the manufacture of illegal weapons was seen as a low threat to law enforcement in the immediate short term, the unpredictability of technological advancements suggests that the sector should monitor this and other technological advancements to ensure law enforcement is prepared for the future.

Qualitative research also identified ongoing ICT training needs within the fire industry. Respondents suggested that although the base skills in firefighting remain the same, training in the changing technology used to fight fires, for example thermal imaging, is a priority across the sector.

In line with this priority, many organisations across the public safety sector provided staff with ongoing ICT training and refresher courses to ensure staff remain technologically savvy.

Technical or industry-specific skills

Training priorities for operational tactics, safety, law, policy and procedure, firearms and defensive tactics and vehicle operation were some of the technical skills needs identified by respondents.

Volunteer training needs

Feedback received by GSA identified that specialised skills or knowledge to perform duties (80%) were the driving volunteer training needs across the public safety sector.

Qualitative feedback also pointed to the priority given to compliance training, with many respondents suggesting that the training budget for volunteers is stretched so much that compliance training is all that can be undertaken. Respondents also raised concern over the impact of excessive compliance training on individual volunteers and citing this as a driver for many volunteers ending their service.

Defence training needs

A consistent theme from the past few years has been ensuring that the Australian Defence Force is prepared for the future, highlighting the need for an adaptable and flexible workforce [64].

As indicated in the most recent Defence Issue Paper 2014 [65], one of the most pressing matters in the development of the next Defence White Paper is to determine an appropriate mix of Defence capabilities; and aligning the needs of Defence with its strategic direction in both the short and long term. Apart from technical skills needs relating to machinery and military training, embracing technology and utilising ICT skills to understand cyber-issues has been identified as a capability need for Defence. Whether this be in terms of identifying and preparing for future threats or in improving Defence enabling capabilities, developing an ICT savvy workforce is critical to the future of Defence.

Workforce development and strategies to address skills needs

Training and professional development

Staff training, whether conducted internally (80%) or externally (70%) remains the most common method for public safety enterprises to acquire the necessary skill within their sector. Group training (40%) is also used to develop staff skills, with 30% also utilising formal coaching and mentoring mechanisms.

Workforce planning and development

GSA data collection indicated that workforce planning activities were being performed across the majority of responding organisations, with 88% of organisations having undertaken some form of workforce analysis on their organisation’s direction, and internal and external environments over the last 12 months. Three-quarters of enterprises also undertook gap analyses to identify current and future skills gaps. Only 13% of respondents identified that their enterprise had undertaken none of the identified workforce planning and development activities over the last 12 months.

When asked about the barriers to workforce planning and development, respondents indicated that organisational restructuring was the critical barrier in 2013-14.

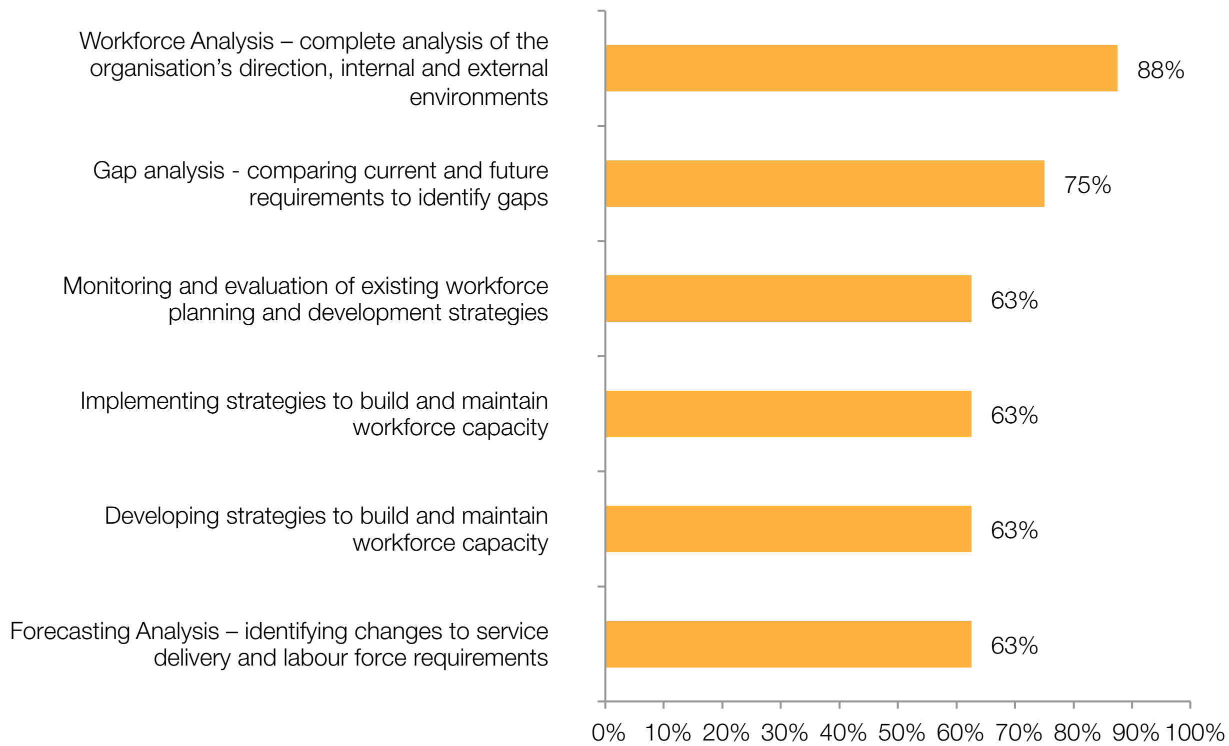
Volunteers

The workforce planning and development needs of volunteers within the public sector was again under the microscope in 2013-14. In Victoria, the Auditor-General's Office identified that neither the CFA nor SES have a detailed understanding, nor reliable workforce data, to illustrate the number of volunteers each require to operate. The audit further looks at the decentralised approach to training as a key barrier to understanding full workforce capacity [66]. A similar audit conducted by the Audit Office of NSW also points to a lack of understanding of how much the NSW SES relies on volunteers and does not have adequate strategies in place to retain volunteers into the future [67].

In similarity to the 2014 Environmental Scan, qualitative feedback from industry identified that training continues to be an issue for volunteer organisations, with initial and ongoing compliance training seen as a major hurdle to retaining volunteers. The cost and frustration to enterprises and volunteers alike in resourcing what is seen as 'duplicated' training that often requires volunteers to travel large distances is a key barrier facing the public safety industry.

In 2014, GSA sought to conduct more research into volunteer skills needs and training requirements of volunteer organisations. In a pilot study undertaken by Dr Mark Keough of Meechi Road Consulting and contributed to by GSA, the transferability of skills between the training received by volunteers from volunteer organisations and the usefulness of these skills in volunteers' paid employment was examined. Initial results indicated a strong positive perception of the transferability of these skills with the identified skills adding value in the volunteers' paid roles. The final report is due out in mid-2015.

Chart 21: workforce planning and development activities undertaken by public safety organisations in 2013-14



3 CURRENT IMPACT OF THE TRAINING PACKAGE

Current state of training: enterprise perspective

Use of PUA12

The Public Safety Training Package is used by 88% of respondents to the enterprise survey. Consistent with the findings of the 2014 Environmental Scan, all respondents indicated that they use full qualifications, with 43% also using individual units of competency.

Benefits of using a nationally endorsed training package included the sector-specific content, relevance to the workplace, the advantage of a nationally recognised qualification and formal recognition of prior learning.

The main reasons for using the PUA12 include:

- for training program content (86%)
- to facilitate RPL (71%)
- to upskill staff (57%)
- to assist in recruitment processes (43%).

As with previous research [46] all enterprises identified that they accessed training through their own enterprise RTO, while 29% also used external public RTOs and 14% used private RTOs. Accessing relevant industry knowledge was the driving reason why some RTOs looked to external providers to meet their training needs.

Satisfaction with PUA12

Eighty-three per cent of PUA12 users are satisfied with their experience, in particular in relation to its:

- quality
- comprehensiveness
- relevance
- alignment with job roles and the
- ability to effectively meeting the needs of the organisation.

Table 14: satisfaction with aspects of the PUA12 training package, 2013-2014

Based on your experience with the LGA04, how satisfied are you…	Satisfied or very satisfied
With the quality of the training package	86%
That the information within the training package is comprehensive	86%
With the relevance of the training package to your industry	86%
That the training package effectively meets the needs of your organisation	86%
That the training package is aligned to job roles within your organisation	86%
With the flexibility of the training package	71%
That the training package is up-to-date	71%
With the training package overall	83%

As indicated earlier, NCVER data on the use of training packages provides a limited snapshot of overall training package use as a considerable proportion of training occurs outside of the publicly funded VET system.

Based on the NCVER data, enrolments in PUA have steadily decreased since 2009 with completions fluctuating between a low of 586 in 2009 to a high of 1200 a year earlier. In recent years, student enrolments have fallen in Certificate II and IV level courses but increased at the Certificate III and diploma levels.

Table 15: student enrolments by Australian Qualifications Framework level, 2009-2013

AQF level	2009	2010	2011	2012	2013
Graduate certificate	0	0	0	0	0
Advanced diploma	72	54	60	87	104
Diploma	496	510	613	355	459
Certificate IV	253	146	426	352	173
Certificate III	561	792	710	569	724
Certificate II	1,246	1,423	345	1,031	559
Total	**2,628**	**2,925**	**2,154**	**2,394**	**2,019**

Source: NCVER National VET Provider Collection, 2009-2013

Table 16: student completions by Australian Qualifications Framework level, 2008-2012

AQF level	2008	2009	2010	2011	2012
Graduate certificate	0	0	0	0	0
Advanced diploma	15	5	54	45	21
Diploma	311	311	150	493	272
Certificate IV	46	24	28	14	39
Certificate III	523	91	157	107	122
Certificate II	305	155	230	294	353
Total	**1,200**	**586**	**619**	**953**	**807**

Source: NCVER National VET Provider Collection, 2008-2012

GSA data collected on qualifications offers additional insight into the state of training within the public safety sector. The most common level of qualification offered by RTOs across the sector was individual units of competency not connected to any qualification (75%), with Certificate II (52%) and Certificate III (50%) qualifications also likely to be offered. Overall, 28% of RTOs suggested that demand for qualifications had increased over the last 12 months with demand for Advanced Diplomas, Certificate IV and units of competency driving this increase.

Use of other training packages

In addition to the use of PUA12 within the sector, a range of other training packages are being used, including:

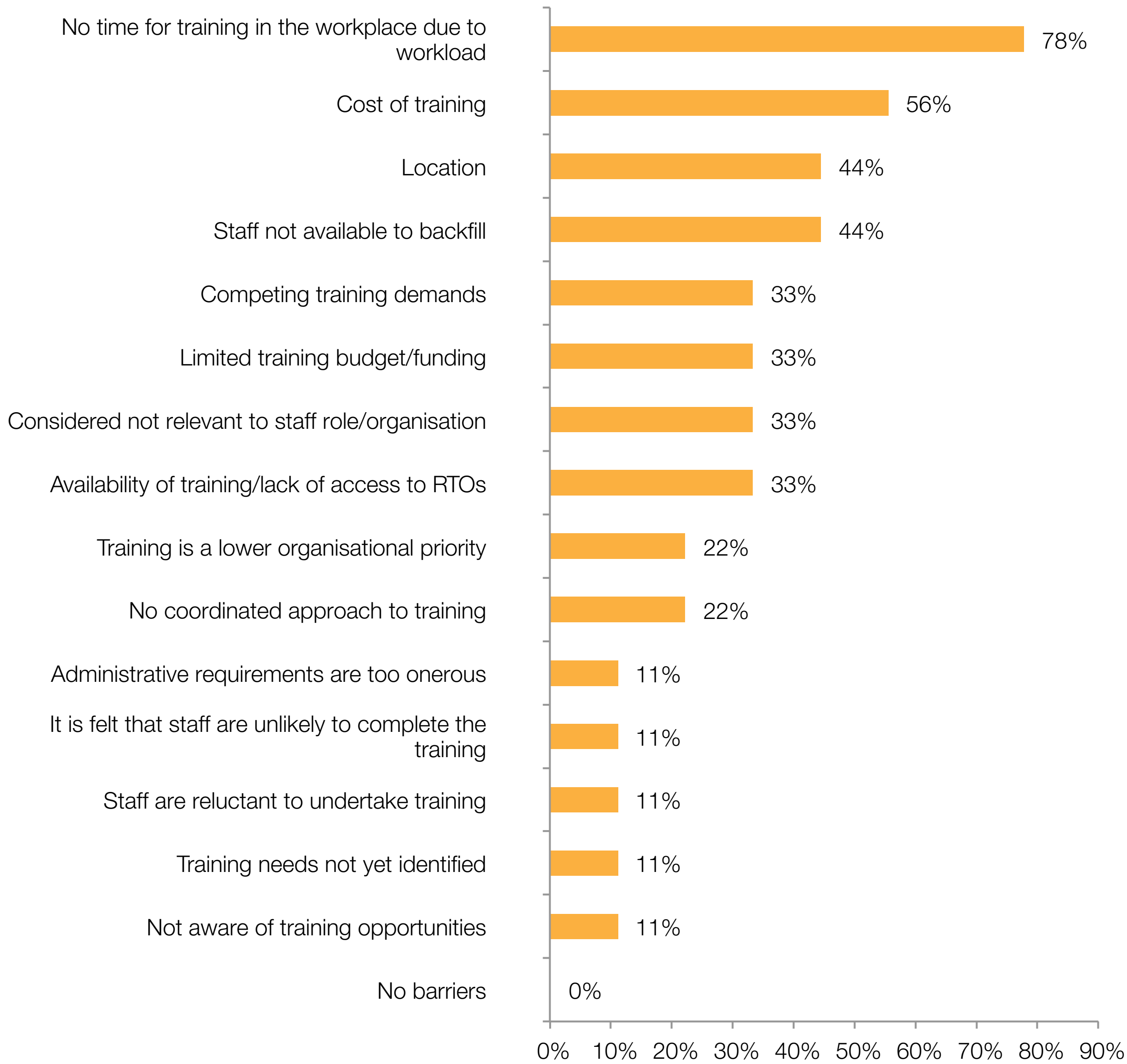
- Maritime (MAR13)
- Public Sector (PSP12)
- Training and Education (TAE10).

Barriers to training

A lack of time for training due to workload was identified as the primary barrier to training amongst respondents from the public safety sector. A number of other barriers were identified, including:

- cost of training
- staff not available to backfill while staff attend training
- location of the organisation.

Chart 22: barriers to staff from the public safety sector undertaking training. Results are based on responses to the GSA enterprise survey.



Training budgets and funding

Two-thirds of respondents to the enterprise survey identified that their organisational training budget was sufficient for their training needs. For the majority of organisations (56%), the training budget remained stable over the previous 12 months with 22% identifying an increase or decrease in training budgets. Consistent with the government and public safety sector in general, 44% of public safety enterprises identified that they did not access external funding to support training over the last 12 months. Three-quarters of respondents cited ineligibility as the major reason why funding was not received.

Current state of training: RTO perspective

Training providers from all states and territories responded to GSA's RTO survey with the majority identifying themselves as either state-wide (43%) or national (30%) RTOs. Similar to previous years, enterprise RTOs (31%) made up a minority of responding RTOs with private RTOs (55%) representing the majority of respondents. As in the past, this may reflect a tendency for enterprise RTOs to complete the enterprise survey rather than the RTO survey.

RTOs across the public safety sector were generally small in size with 57% identifying their organisation as having 20 or fewer employees. Thirty per-cent of respondents identified that they delivered training across fire, SES and police sectors while other RTOs delivered training across fire (48%), SES (20%) and police (9%) with a further 30% indicating a mix of industry sectors including generalist fire, marine rescue and biosecurity.

In contrast to other RTOs within the government and community safety sector, units of competency were the most common training delivered by public safety RTOs (75%). Certificate II (52%) and III (50%) were also popular, with Certificate II and III in Firefighting Operations and Firefighting Emergency Operations the most common qualifications delivered. Only 23% delivered public safety skill sets while a further 58% delivered non-accredited public safety training (an increase of over 25% from the 2014 Environmental Scan). This non-accredited training was delivered for various roles within the sector, such as general mining safety, helicopter and aviation, health response and general operations staff.

Face-to-face learning was the most used delivery method across the sector (91%), with on the job learning (57%) and hard copy workbooks (43%) the next most common methods.

Overall, 29% of respondents indicated an increase in demand for specialisations within the public safety sector, with the following specifications the most likely to be sought:

- aquatic search and rescue
- emergency communications centre operations
- emergency management
- search and rescue
- workplace emergency response
- community safety.

Reasons for increases in demand include increase in membership, continued partnerships with enterprises, and organisations becoming more aware of their compliance and safety responsibilities.

Barriers related to PUA12 delivery

As with other RTOs across the sector, a perceived lack of demand for the training package (24%) coupled with administration and compliance responsibilities (21%) constituted the biggest barriers to providing training across the sector.

RTO SURVEY RESPONDENT SNAPSHOT

Location

All states and territories

Regional coverage (% of respondents)

9% metropolitan

11% regional centre

7% rural

43% statewide

30% national

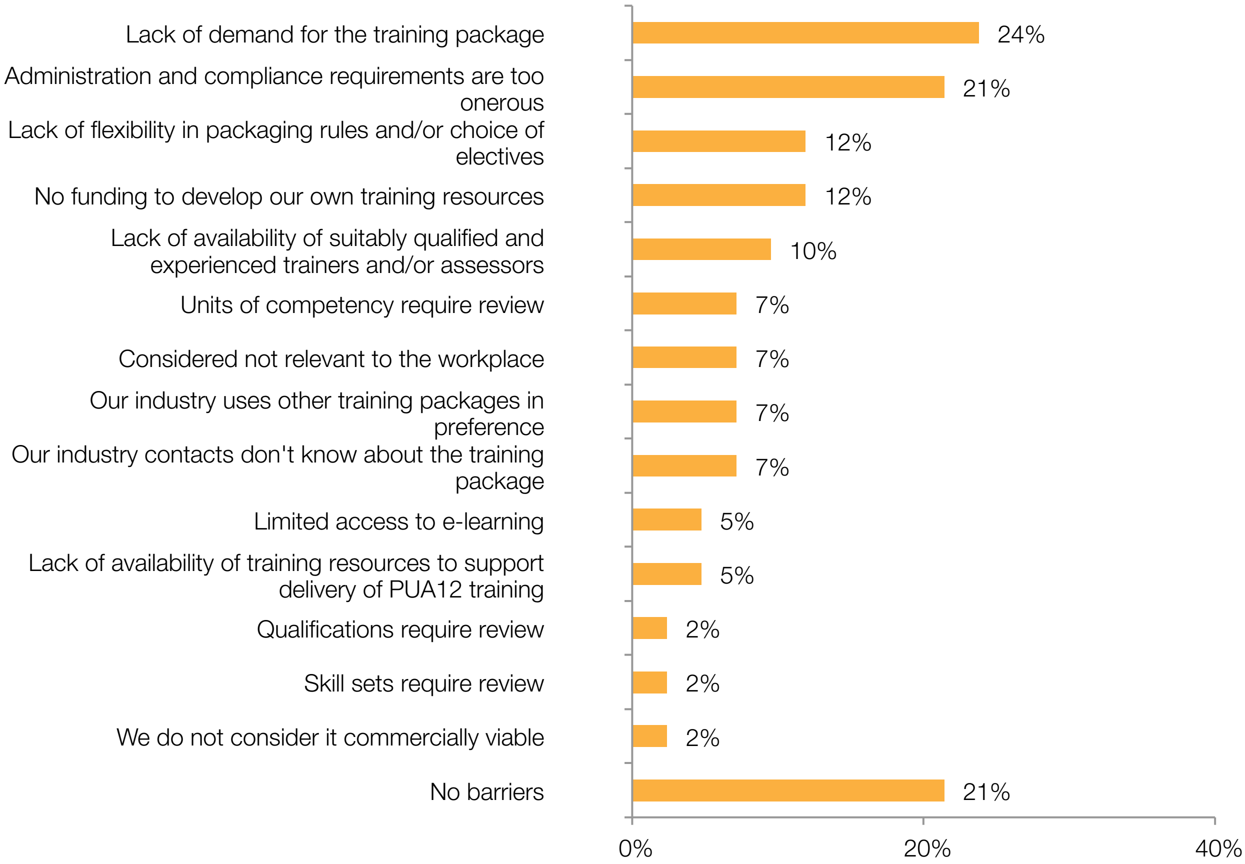
RTO type (% of respondents)

31% enterprise
55% private
14% public

Delivery locations

All states and territories

Chart 23: barriers to training: RTO perspective



PUBLIC SECTOR

Public sector agencies from across all states and territories responded to the 2015 enterprise survey. Western Australian agencies were the most likely to participate in the research with half of all respondents from this state, a reflection of the strong support provided by key Western Australian members of the Public Sector Industry Engagement Forum (IEF). Other respondents tended to be based in Victoria (17%), Tasmania (15%), as well as Queensland, New South Wales and Australian Capital Territory agencies (11% respectively).

The majority of agencies (54%) suggested that their organisation included over 500 employees with medium sized agencies with between 51-200 employees and 201-500 employees the next most common agency size (15% respectively).

Additional feedback and insights regarding the correctional services sector was gained via qualitative research with the Public Sector IEF, workshops, workforce development analyses and through training package technical reference groups (TRG).

ENTERPRISE SURVEY RESPONDENT SNAPSHOT

State/territory coverage

All states and territories

Regional distribution (% of respondents)

17% metropolitan

67% statewide

17% national

Staff numbers (% of respondents)

1-20	9%
21-50	7%
51-200	15%
201-500	15%
500+	54%

1 LATEST INDUSTRY INTELLIGENCE

GSA survey responses identified the following key trends and factors that are likely to have an impact on the public sector workforce over the next five years.

Ageing workforce

The ageing workforce and projected retirements remain a significant issue across the public sector. The majority of public sector respondents to the GSA enterprise survey (83%) suggested that this factor will impact their workforce over the next 5 years, a finding that is consistent with both the 2014 (83%) and 2013 (80%) environmental scans.

Although a concern for many industries across Australia, the increase in the over 55-year-old cohort of workers has been shown to be more distinct in the public sector. In Victoria, the proportion of the over 55s has increased by nearly 7% over the last 7 years [68]. The most recent percentage of the public sector aged 55 years or over for each state and territory is presented below.

	2013 E-Scan	2014 E-Scan	2015 E-Scan
Australian Capital Territory	43.0% (over 47)	15.0%	17.2%
New South Wales	22.1%	23.6%	24.2%
Northern Territory	16-17% of women, 18-20% of men	18% of women, 20-21% of men	18% of women, 23% men
Queensland	20.1%	20.5%	21.5%
South Australia	22.9%	24.6%	25.0%
Tasmania	23.8%	24.8%	25.7%
Victoria	33.0% (over 50)	22.0%	21.0%
Western Australia	23.1%	23.0%	25.5%
Australian Public Service	14.8%	15.0%	16.4%

As can be seen, the most recent measurements of the 55 years and over workforce within the public sector continues to rise with the majority of states and territories suggesting that this age group represents approximately one-quarter of the total workforce.

GSA data collection went further to try and understand the mid-to-long term challenges associated with an ageing workforce. When asked to approximate the proportion of baby boomer employees (defined as being over the age of 48) respondents suggested that this generation represent a large proportion of their workforce, with the majority estimating their prevalence at either 41-60% (41%) or 21-40% (37%). Seventeen per cent of respondents suggested that the proportion of baby boomers was 61% or higher. Conversely, 76% of respondents suggested that their workforce was composed of fewer than 20% of 'millennials' (defined as employees under the age of 28 years).

With such a large proportion of baby boomers and limited millennials, it follows that public sector respondents are most concerned about the impact of potential retirements (such as the loss of industry specific knowledge 94% and loss of technical skills 56%) and in finding younger staff to replace these retirements (53%). Respondents were less concerned with the potential health implications of an ageing workforce, with just 39% citing the management of these health issues as a concern.

Despite public sector being relatively unconcerned with managing the health of an ageing workforce, many of the strategies in place in the public sector aim at maintain the health of the workforce as well as managing risk associated with a loss of knowledge and skill. The following strategies highlighted by respondents as currently in place in their agencies:

> succession planning (58%)

> flexible working hours (44%)

> phased part-time retirement strategies (39%)

> mentoring programs (36%)

> health and well-being measures e.g. gym memberships (22%)

> ergonomic measures (22%).

Although there appears to be a good mix of strategies in place across the sector, with many agencies implementing strategies that focus on the three key aspects of an ageing workforce (namely, managing the potential loss of knowledge and skills, managing the transition process within the organisation and managing the health needs of an ageing workforce) 17% of agencies that responded to the survey had no strategies in place to combat an ageing workforce. This finding is counterintuitive given that the impact of the ageing workforce has been known for many years. Those enterprises who had no strategies in place commented on the lack of strategies despite knowing and talking about the ageing workforce for more than 5 years.

Financial pressures/ producing more with less

Budget pressures remain a key challenge for the public sector with 76% of respondents suggesting this will impact the workforce over the next 5 years. Ever shrinking budgets and directives for departments/ agencies to make budget savings have become common across Australia, leading to a greater emphasis placed on doing 'more with less'. Through qualitative feedback, this pressure has led some agencies to revaluate how the public sector operates, with a greater emphasis on sharing and communication between departmental agencies in order to create greater efficiencies.

Expectations of further budget cuts in the coming years will continue to shape how agencies develop workforce plans and will affect the running of projects and distribution of staffing in years to come.

Legislation/regulation

Qualitative research with the Public Sector IEF group revealed that a perceived national trend towards minimalising the size of the public sector as well as decreasing red-tape within government has led to significant challenges for the public sector in maintaining high standards or service.

Respondents to the enterprise survey agreed with the increasing impact of legislation/regulation with 41% of respondents suggested that legislation/regulation would have an impact in the next 5 years, an increase of 7% from the 2014 Environmental Scan. Citing changes to various industrial awards and changes to legislative and regulatory frameworks, respondents particularly noted that these legislation/regulatory changes will impact the number of staff required and the capability mix required of staff.

Increased scope of duties for individual staff

Related to the overall philosophy of doing more with less, 52% of respondents suggested a growing need for individual staff to increase their scope of duties. This represents a significant increase in the frequency of this factor with just 37% of respondents identifying this as a factor in the 2014 Environmental Scan.

Budgetary restraints, restructures and rolling back of recruitment programs have all contributed to the situation where a smaller workforce is expected to provide the same output. Further analysis reveals that job scope is increasing for both frontline staff and management level employees.

As one IEF member noted, it is not unusual for employees to be doing multiple tasks at once and operating in roles that they feel uncomfortable doing or are not adequately trained for.

Attraction, recruitment and retention issues

Thirty-five per cent of public sector respondents identified their agency as having had recruitment difficulties in the previous 12 months, with 43% anticipating recruitment difficulties in the coming 5 years. Anecdotally, many agencies identified a restriction in recruitment activities or recruitment freezes being in place due to budget constraints.

Recruitment difficulties appeared particularly difficult for departments and agencies with more than 1000 staff, 41% of whom reported experiencing recruitment difficulties and over half anticipating difficulties in the coming years. Reasons for these experienced or anticipated recruitment difficulties included:

- a lack of suitably skilled workers (67%)
- salary competition (43%)
- government policies (43%)
- attractiveness of other industries (38%)
- attractiveness of the private sector (38%).

While many of these reasons are consistent with past environmental scans, the rise of government policies as a reason for recruitment difficulty reflects the current impact of legislation/regulation on recruitment practices. Government policies including a downsizing of recruitment campaigns, policies towards recruiting from the existing public servant talent pool and a push towards a shared services approach of service delivery have all led to changes in recruitment practices.

In order to attract and maintain quality staff, some states and territories have placed particular emphasis on talent management. In the Northern Territory, the public sector has instituted a formalised flexible work strategy to help maintain talent with over 90% of agencies offering flexible working hours, part-time work and use of recreation leave at half pay. Less common strategies such as part-year employment, career breaks and an extended leave scheme are also in effect in over half of NT agencies [69].

Staff turnover rates were variable across the various agencies that responded, with roughly one-third suggesting their turnover rate was less than 5%, with an additional 46% suggesting their turnover rate was between 6-15%. Five per cent of agencies had a turnover rate of over 30%.

Retention difficulties were also experienced by public sector agencies (24%) or else anticipated to be of concern in the coming 5 years (32%). While nearly three-quarters of respondents said the impact of pending retirements was seen as a major factor for retention issues, the lack of career pathways, future uncertainty due to budget priorities and a lack of job security were also highlighted as key reasons for retention issues.

Increasing workforce diversity

Agencies highlighted the need to continue building workforce diversity to reflect the community it serves, with 30% of agencies citing this as a factor to impact the sector over the next 5 years, up from 36% in the 2014 Environmental Scan.

Many public sector agencies have dedicated Aboriginal and Torres Strait Islander recruitment, retention and learning and development strategies. Disability employment strategies have also been identified by some agencies as of increasing importance.

Growth in demand and changing perceptions of the public sector

Changing community expectations of the public sector were highlighted by IEF members as a key factor influencing the public sector. While the trend towards a customer-centric approach with exceptional service levels is seen as paramount across much of the public sector, there is an identified risk that community expectations of service may fail to be met due to budget constraints.

2 IDENTIFIED WORKFORCE DEVELOPMENT NEEDS

Current and emerging skills gaps

Qualitative research with IEF members identified various workforce development priorities across the public sector, including an increased priority on governance and ethics as well and leadership and management direction.

Data collection from the GSA enterprise survey yielded a number of occupations with which public sector agencies are experiencing or are expect to experience recruitment and retention difficulties. These occupations included:

> business administration
> interpreters and translators
> disability services officers
> procurement specialists
> ICT professionals
> psychologists
> physiotherapists
> social workers
> speech pathologists

Skills needs

Leadership and management

Leadership and management skills remain the key priority training area for the public sector with two-thirds of respondents highlighting this factor. The prevalence of this skill need tended to increase as the organisational size increased.

Various strategies have been put in place across the country to build capacity in the area of leadership and management, including leadership development training, skills analyses and leadership mentoring programs.

One approach used by organisations to build leadership skills is to develop a leadership-specific capability framework to identify and validate the key leadership skill required. The Department of Treasury in WA is one such example of this approach. In 2013-14 the department developed a Capability and Leadership Framework to be used across all aspects of the employee lifecycle [70]. The framework has been integrated to ensure consistent employee expectations are met across the department.

Teamwork and customer service

Nearly 60% of public sector respondents cited both teamwork and customer service as key training priorities within the public sector. The current push towards a customer centric approach (as outlined by IEF members and other stakeholders) appears to be a driving force behind these priorities with building resilient teams and equipping them with the skills and training in customer service a priority across the sector. Strategies such as the use of mixed teams and ongoing in-house training are used.

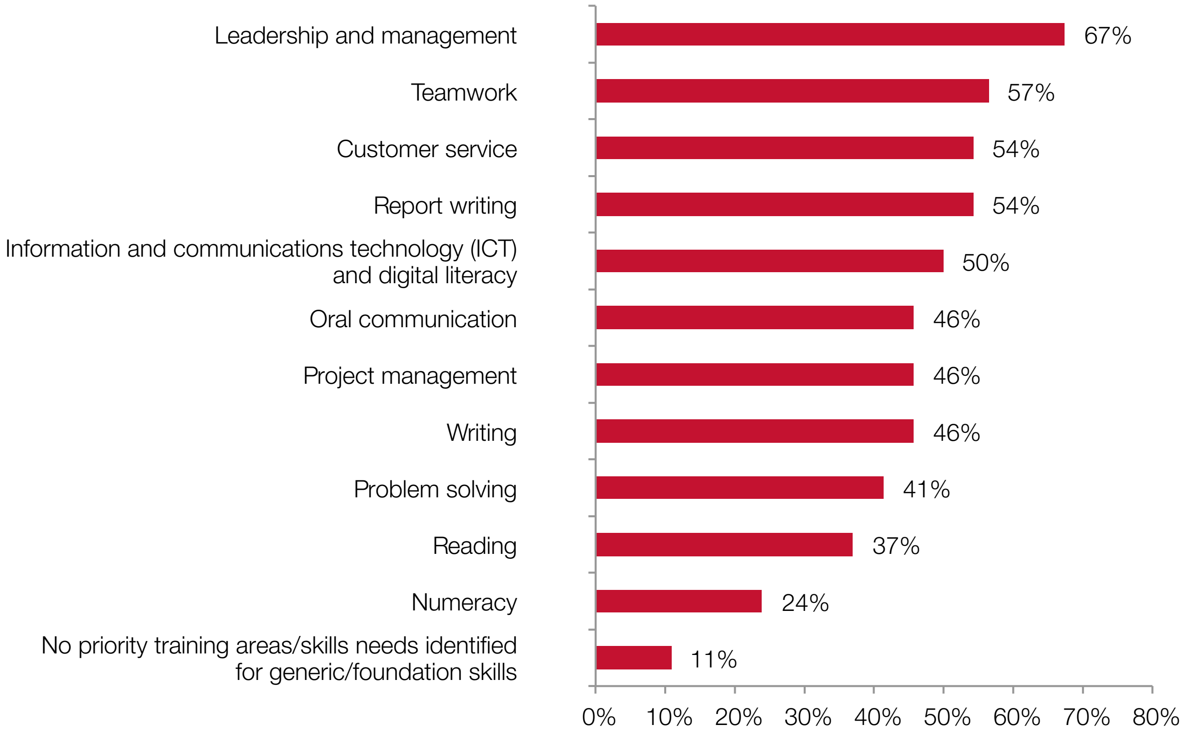
Report writing

As with past environmental scans, report writing skills were cited as a key general skill with 54% of respondents highlighting this as a priority training area. Clear and effective report writing is a fundamental need within the public sector with some agencies integrating report writing tasks within their recruitment processes.

Foundation skills needs

Although not to the same extent as general skills, LLN skills remain a priority for many agencies across the sector. Oral communication and writing skills (each 46%) were key training areas with reading (37%) and numeracy (24%) also highlighted. While some LLN skills gaps are identified at the recruitment stage, some agencies have integrated ongoing training at foundation stages with further training developed through specialist in-house service areas on a case-by-case basis.

Chart 24: public sector priority training areas/skills needs



Technical skills needs

Core skills sets that are unique to the public sector are also in demand. These skill sets include policy, investigation, finance and human resources.

Emerging skills and occupations

Change management

Whether change be in the form of a reduction in staff numbers, structural change or change in work priorities, the importance of managing this change is becoming increasingly apparent. Recent research from the APS has indicated that less than one-quarter of APS agencies identified their change management capabilities were at the level required.

Translation and interpreting

Qualitative research identified a growing demand for translators and interpreters within the public sector. Increasing workforce diversity, a need to better reflect the community it serves, and the importance of embracing different cultures and languages were identified as reasons for this increase in demand.

Feedback from GSA's translation and interpreting TRG provided additional insight to assist GSA in improving the training package. Feedback centred on individual components of the package, with emphasis given to the use of electives as a part of the qualification, and the role of RPL.

Workforce development and strategies to address skills needs

Training and professional development

Training within the public sector is used primarily for upskilling staff (73%). Enterprises with their own training capability (i.e. enterprise RTOs) were more likely to provide training to staff for this reason (100%) than enterprises that relied on external RTOs (68%). PSP12 was used to create training program content (50%) as well as to facilitate RPL (45%).

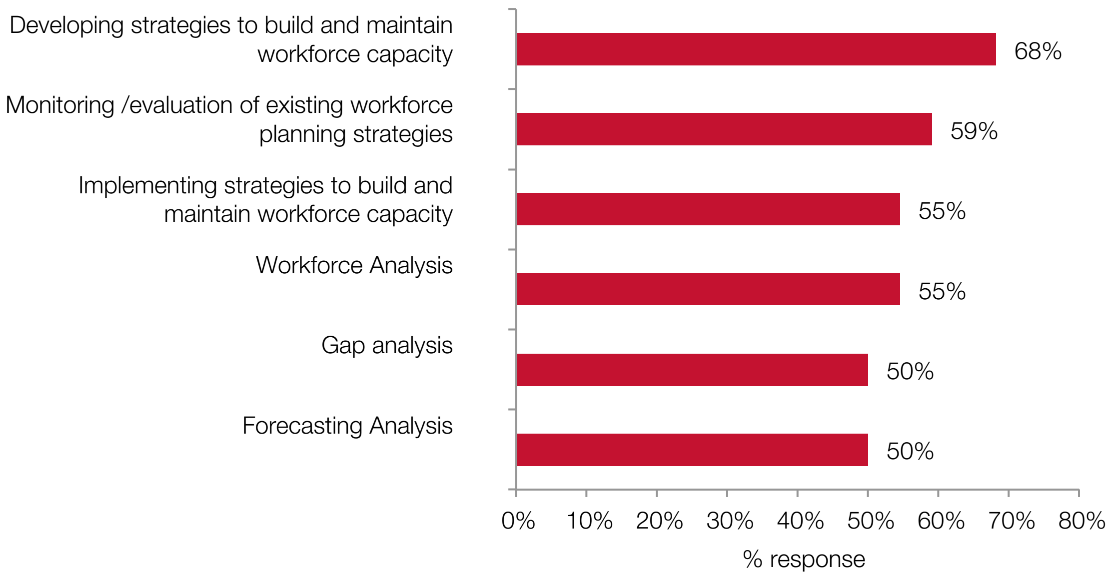
Other workforce development strategies were also contingent on the training package with roughly one-third of enterprises using the package to cross-skill staff (36%) and to identify training needs/skills gaps (32%).

Workforce planning and development

Despite ongoing pressures to produce more with less and maintain efficiencies, the majority of public sector agencies had undertaken some form of workforce planning or development activity in the previous 12 months. As can be seen by Chart 25, strategies relating to building and maintain capacity (68%) and mechanisms to monitor existing workforce planning strategies (59%) were the most common activities undertaken.

Only 18% of respondents either were unsure whether they had undertaken workforce development activities or had not conducted any in the previous 12 months, with the majority of agencies having undertaken at least 4 activities.

Chart 25: workforce planning and development activities undertaken by public sector agencies in 2013-14



Lack of resources and funding (61%) was seen as the primary barrier to conducting workforce planning and development activities with a lack of time the second most common barrier (52%). Interestingly, awareness and knowledge barriers were the next most commonly referred to barriers, including:

> a lack of clarity on how workforce planning aligns with the organisation (42%)

> a lack of capability and knowledge in workforce planning and development (33%)

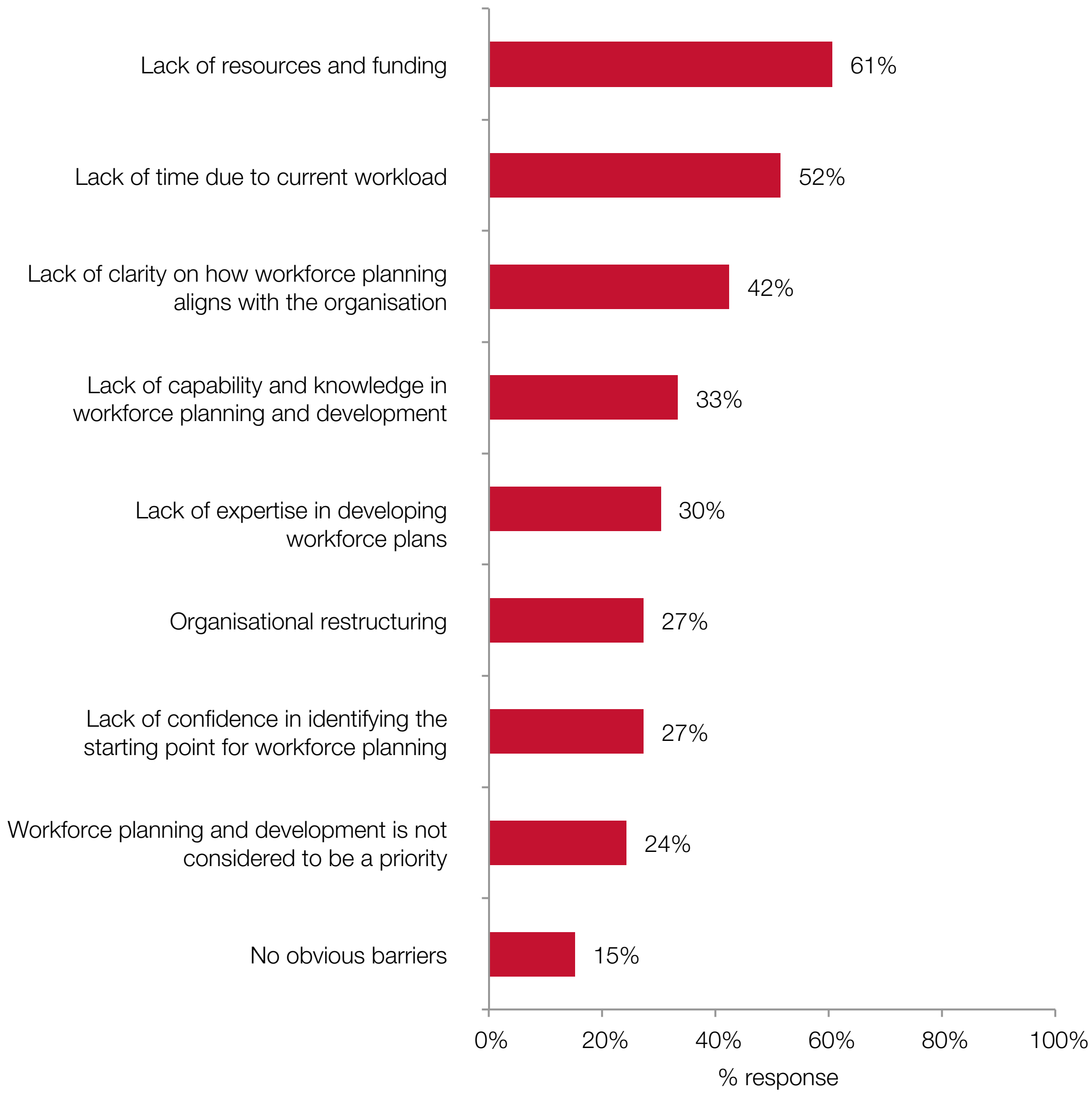
> a lack of expertise in developing workforce plans (30%).

It is with these barriers in particular that GSA can assist enterprises with by:

> administering educational workshops

> partnering them with organisations to implement to conduct and monitor workforce planning and development activities.

Chart 26: workforce planning and development barriers



3 CURRENT IMPACT OF THE TRAINING PACKAGE

Current state of training: enterprise perspective

Use of PSP12

Fifty-six per-cent of respondents from the enterprise survey suggested that their organisation uses PSP12, down slightly from just under two-thirds of respondents in the 2014 Environmental Scan. For those who did use PSP12, the majority of enterprises used the full qualifications (78%, ↓8% from the 2014 Environmental Scan), with 48% (↓9%) using units of competency and 30% (↓18%) the nationally endorsed PSP12 skill sets.

The main reasons the package was being used remained consistent with past years, with the following reasons the most commonly cited:

- to upskill staff (73%, ↓8%)
- for training program content (50%, ↓7%)
- to facilitate RPL (45%, ↑7%)
- cross skilling staff (36%, n/a)
- develop a career planning framework (32%, ↑3%).

Given that only one-quarter of enterprises identified as enterprise RTOs, respondents tended to partner with both public (54%) and private (46%) RTOs when delivering training. The decision on which RTO to use was largely based on past experience, relevant industry knowledge, method of delivery and availability. When partnering with external providers, 21% of respondents reported experiencing difficulties, usually in terms of finding an RTO with the appropriate qualification but in some cases because of past experience with some RTOs not meeting the agency's expectations. Overall though, 84% of enterprises report a positive or very positive working relationship between their organisation and external RTOs.

The reasons for choosing PSP12 over other training packages centre around the tailoring of the package to the public sector, with reasons including: the sector specific content (83%), relevance to the workplace (74%), the ability to contextualise to our work (61%) and the advantage of a nationally recognised qualification (61%). Conversely, those not currently using the package suggest that they are either unaware of the package (50%) or that PSP12 content does not meet their needs (50%).

Satisfaction with the Public Sector Training Package

Over three-quarters (76%) of respondents were satisfied with their experience of the PSP12 overall, with the relevance of the package to the public sector (90%) and the fact that it is up-to-date (86%) the aspects with which respondents were most satisfied.

Table 17: Satisfaction with aspects of the PSP12 training package

Based on your experience with the PSP12, how satisfied are you…	Satisfied or very satisfied
With the relevance of the training package to your industry	90%
That the training package is up-to-date	86%
With the quality of the training package	82%
That the training package effectively meets the needs of your organisation	81%
That the information within the training package is comprehensive	73%
With the flexibility of the training package	70%
That the training package is aligned to job roles within your organisation	67%
With the training package overall	76%

As indicated earlier, NCVER data on the use of training packages (presented in Table 18 and Table 19) provides a limited snapshot of overall training package utilisation as a considerable proportion occurs outside the publically funded VET system.

Table 18: student enrolments by Australian Qualifications Framework level, 2009-2013

AQF level	2009	2010	2011	2012	2013
Graduate Certificate	0	0	0	0	0
Advanced Diploma	25	153	212	321	337
Diploma	984	1,551	2,057	2,161	1,684
Certificate IV	2,173	2,372	1,989	1,844	2,003
Certificate III	624	591	547	829	413
Certificate II	38	14	27	66	137
Total	**3,844**	**4,681**	**4,832**	**5,221**	**4,574**

Source: NCVER National VET Provider Collection, 2009-2013

Table 19. Student completions by Australian Qualifications Framework level, 2008-2012

AQF level	2008	2009	2010	2011	2012
Graduate Certificate	0	0	0	7	1
Advanced Diploma	15	28	61	119	224
Diploma	469	481	650	1116	1,153
Certificate IV	797	1008	1086	840	952
Certificate III	238	276	176	268	501
Certificate II	74	75	37	64	62
Total	**1593**	**1868**	**2010**	**2414**	**2,893**

Source: NCVER National VET Provider Collection, 2008-2012

Based on the above data, completions have continued to climb since 2007, increasing by nearly 20% from 2010 to 2011, with double the number of Certificate III qualifications completed in 2011 than in 2010. Enrolments appeared to fall away for the public sector in 2013, reaching 4,574 overall; however, this remains consistent with levels seen in 2010 and 2011.

GSA data collected on qualifications supports the NCVER data. RTOs were most likely to offer qualifications in line with Table 18 and Table 19, with 81% offering Certificate IV and 75% Diploma level qualifications. The drop in enrolments seen above is mirrored by the response to the RTO survey, where 54% of respondents suggested that their PSP12 enrolments have decrease in the last financial year. On top of this, demand for individual qualifications was perceived to either have remained stagnant (43%) or decreased (33%) over the same period of time.

Other packages used

Approximately one-quarter of enterprises identified at least one other nationally endorsed training package being used within their organisation. While some packages were used in addition to the PSP, many were in place because the respondent either had no knowledge of PSP12 or because the other package was used in preference to PSP12. One such package that some respondents used in preference to PSP12 was the Business Services Training Package (BSB07). The reasons why BSB07 is typically used in preference to PSP12 include funding accessibility, greater access to training providers, and the portability of qualifications.

Training packages used within the public sector included:

> Agriculture, Horticulture and Conservation and Land Management (AHC12)

> Business Services (BSB07)

> Community Services (CHC08)

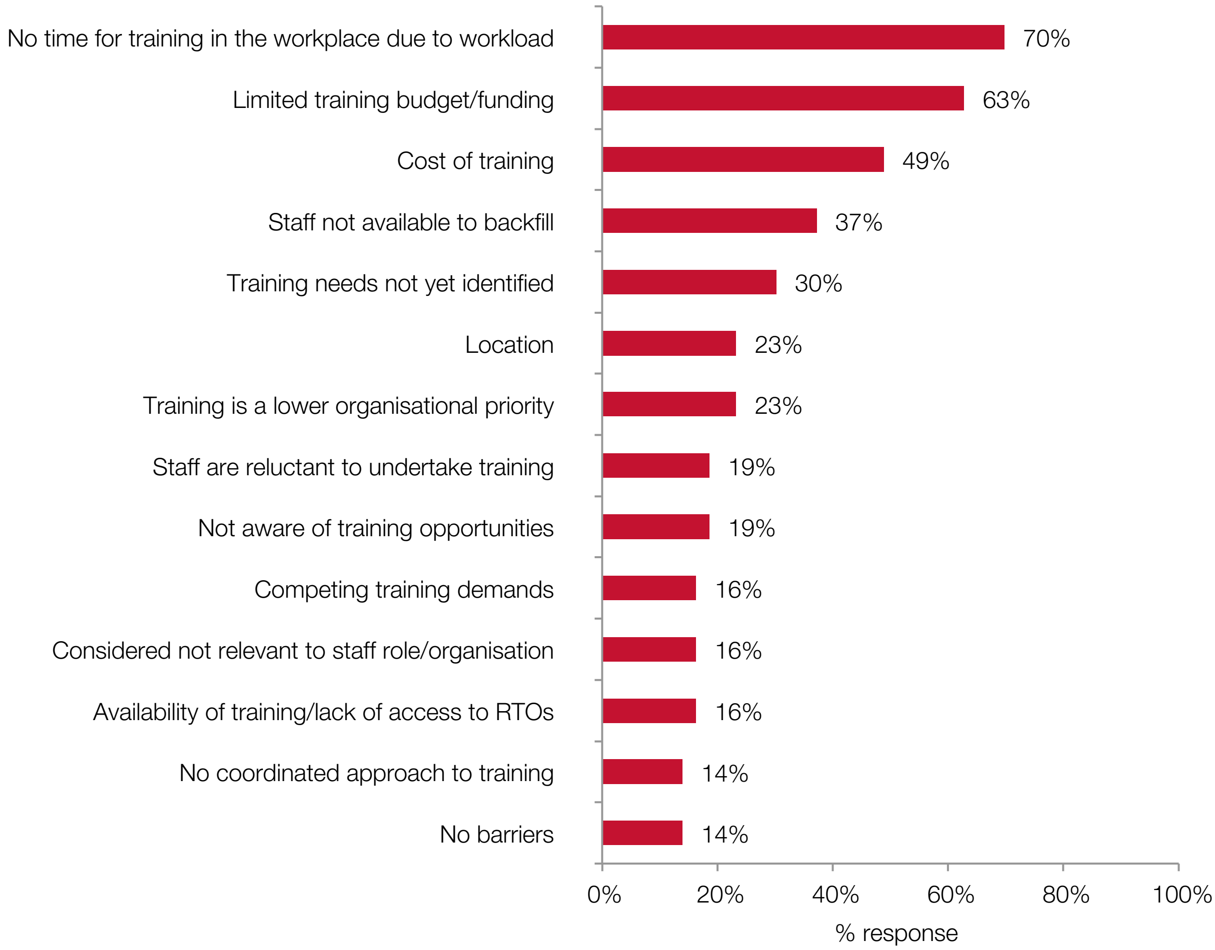
> Correctional Services (CSC12)

> Health (HLT07)

> Public Safety (PUA12)

> Training and Education (TAE10)

Chart 27: barriers to staff from public sector undertaking training



Barriers to training

As illustrated in Chart 27, a large number of barriers were identified by public sector respondents. In line with the trends already identified such as producing more with less and increased scope of duties for individual staff, the lack of time for training remains the most readily cited barrier with 70% of enterprises (↑12% from the 2014 Environmental Scan) suggesting this.

The largest change from previous years has been a dramatic increase in the percentage of respondents citing a limited training budget/funding as a barrier to training (63%, ↑37% from the 2014 Environmental Scan). This finding, as well as the increase in the cost of training as a barrier (49%, ↑10%) suggests that financial pressures are having a significant effect on the public sector's ability to conduct workforce training and development.

Training budgets and funding

Only 43% of public sector enterprises suggested that their current training budget is sufficient to meet staff training needs, compared to nearly three-quarters of respondents in the year previous. This change was driven by a large number of enterprises in the public sector decreasing their training budgets, with 42% of enterprises suggesting that this was the case – the largest decrease across the entire government and community safety sector.

On top of this, 66% of enterprises suggested that their agency does not currently access external funding to support training activities, an increase of over 10% from the 2014 Environmental Scan. The core reasons for not accessing external funding were ineligibility for funding or grants and a lack of awareness of available funding or grants. The discontinuation of NWDF and WELL programs - although historically difficult for public sector agencies to access - added additional difficulties to acquiring external funding.

Whether through state (25%) or Commonwealth funding (23%), those who did have access to eternal funding generally found eligibility through the setting up of traineeships, indigenous cadetships or state-specific funding (such as the South Australian Skills for All program).

Current state of training: RTO perspective

Of the RTOs with PSP12 on scope, the majority offered at least one full qualification with an additional 19% offering individual units of competency and 6% offering nationally endorsed skills sets.

The most popular qualifications offered included:

- PSP40112 - Certificate IV in Government (offered by 47% of RTOs)
- PSP50112 – Diploma of Government (41%)
- PSP41512 – Certificate IV in Government (Investigation) (34%)
- PSP30112 – Certificate III in Government (25%)

Non-accredited training appears to be used extensively across the public sector. Thirty-one per cent of respondents from RTOs indicated that they offered non-accredited training and that in some instances it was mapped to nationally accredited training packages. It appears that non-accredited training is often used due to time and cost pressures within public sector departments. In some instances, PSP12 skill sets may provide an alternative to non-accredited training and offer learners the opportunity to complete nationally accredited training that may contribute to a future qualification.

Overall, RTOs reported that demand for specialisation areas tended to fall over the last 12 months with 22% suggested there had been noticeable decreases in demand for specialisations, 10% suggesting an increase demand and 68% suggesting there had been no change or no delivery in the last 12 months.

The public sector specialisation areas that responding RTOs most frequently reported as increasing in demand over the past 12 months:

- finance
- fraud
- management
- project management
- procurement and contracting
- regulatory and investigations
- road transport compliance
- security
- working in government
- WHS.

RTO SURVEY RESPONDENT SNAPSHOT

Location

All states and territories except NT and Tas

Regional coverage (% of respondents)

36% metropolitan

6% regional centre

6% rural or remote

18% statewide

33% nationwide

RTO type (% of respondents)

66% private
9% enterprise
24% public

Delivery locations

All states and territories

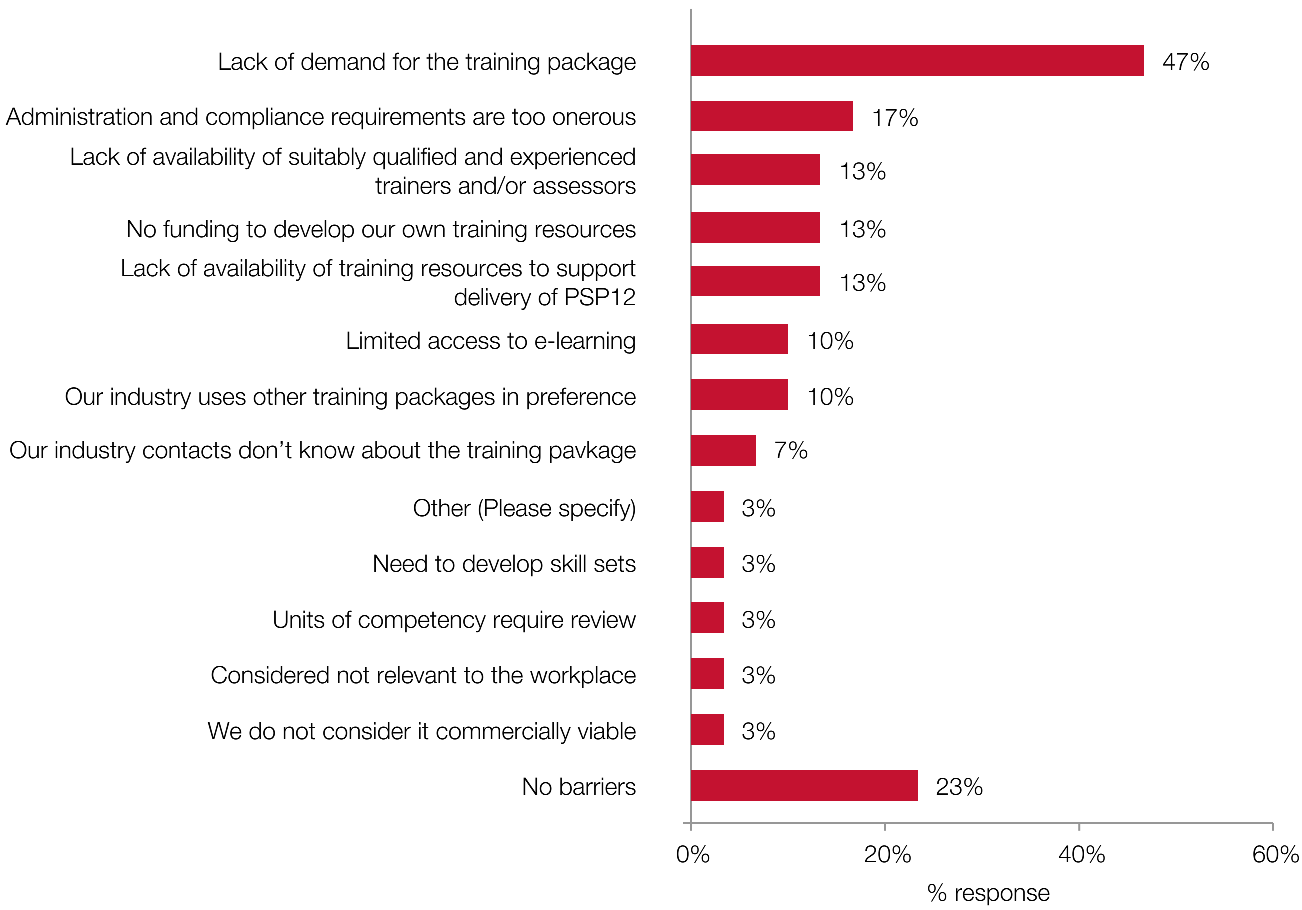
Conversely, specialisations that RTOs saw a decrease in demand for included:

- ethics
- finance
- fraud
- government
- human resources
- injury management
- legislation
- management
- project management
- policy
- procurement and contracting
- regulatory and investigations
- revenue
- WHS.

Barriers relating to PSP12 delivery

A perceived lack of demand for PSP12 was identified by almost half of participating RTOs as a key barrier to the uptake of PSP12 across the industry. There was a clear difference between the type of RTO; enterprise RTOs were more concerned with the onerous administration and compliance requirements.

Chart 28: barriers to the delivery of PSP12



WATER

GSA received survey responses from water enterprises across all states and territories excluding Tasmania, representing a mix of metropolitan, regional centre and rural/remote enterprises. The vast majority of enterprises responding to the survey were from large organisations with 36% of respondents from organisations with over 500 employees.

GSA also collected industry intelligence and feedback through the Water IAC, workshops, conferences, TRGs, GSA's workforce development audit service, and from an extensive review of recent literature.

ENTERPRISE SURVEY RESPONDENT SNAPSHOT

State/territory coverage

All states and territories except Tas

Regional distribution (% of respondents)

6% rural/remote

53% regional centre

24% metropolitan

18% statewide

Staff numbers (% of respondents)

1-20	0%
21-50	0%
51-200	35%
201-500	29%
500+	36%

1 LATEST INDUSTRY INTELLIGENCE

Overall, the water sector continues to face a range of factors relating to improving business performance, maintaining infrastructure and managing unpredictable and unknown weather events. The recent State of the water sector report identified that the most important issue currently facing the water sector is the need to improve operational efficiency (46% of respondents identifying this as one of their top three priorities for the sector). In addition, maintaining and augmenting infrastructure (45%), ensuring water supplies are secure (39%) and responding to community concern over rising prices (37%) were highlighted as current priority issues [71].

Improving the way in which water institutions are governed (32%) and reducing skills shortages in the water sector (25%) were also highlighted as a continuing priority area for the industry. Qualitative research from the Water IAC members also highlighted the importance of maintaining skills levels within the industry and highlighted the roll out of the National Certification Scheme and the acceptance or resistance to the scheme as a key factor influencing the sector in years to come.

GSA data collection identified the following key trends and factors that are likely to have an impact on the water industry workforce over the next five years.

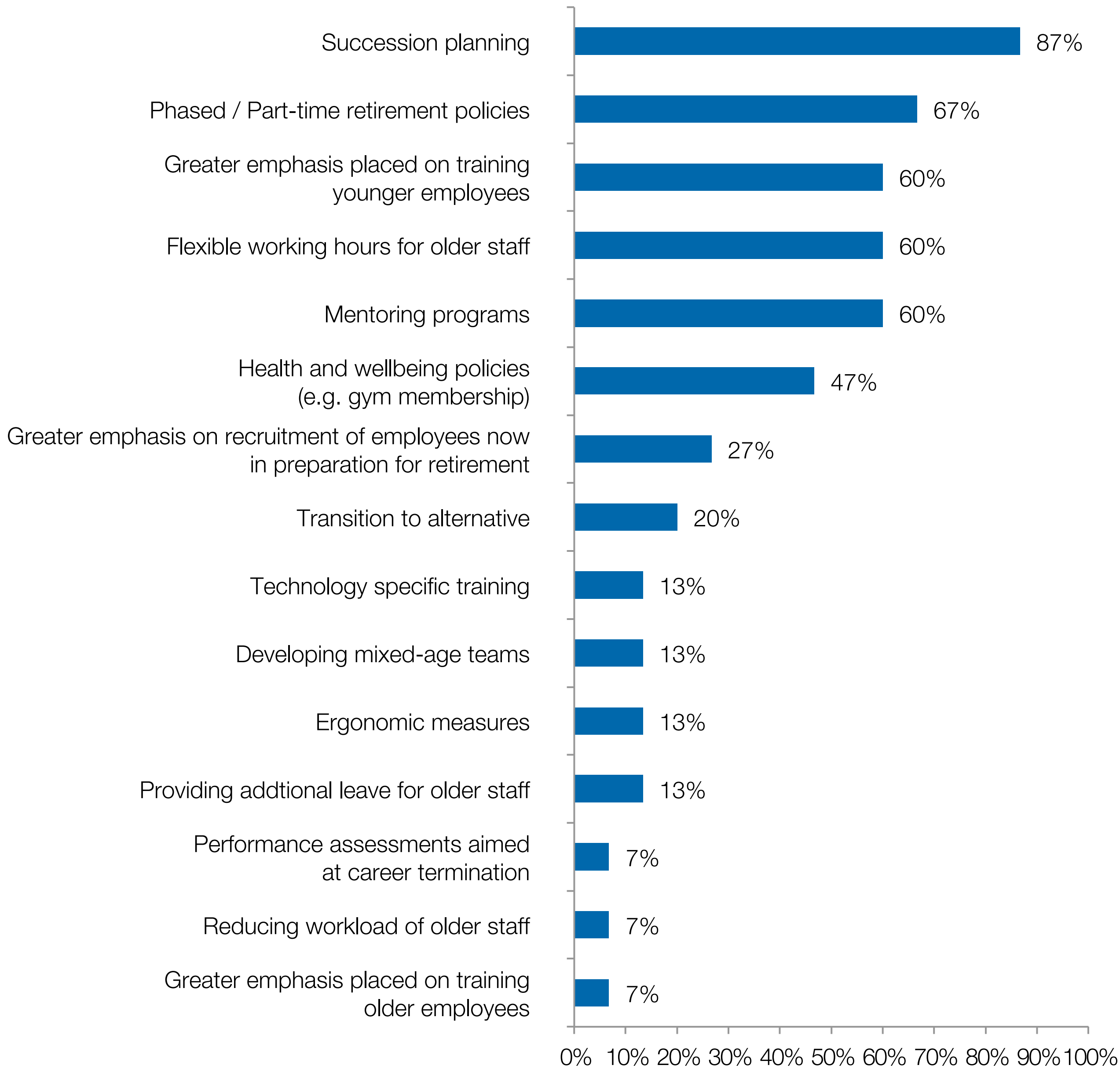
Ageing workforce

Almost all (94%) of water sector respondents identified the ageing workforce and potential retirements as a key factor likely to affect the sector now and in the future. The majority of respondents highlighted the potential loss of organisational knowledge (88%) and technical skills (69%) as the key areas of concern for individual organisations. The qualitative research suggested that while this potential loss of skill and knowledge is a concern at every level, it is at the operational level where this potential loss could be most impactful.

In additional to loss of skill and knowledge from retirements, respondents from the enterprise survey also identified the concern of finding younger staff with comparable skill (56%). The need to create attractive and achievable career pathways for graduates entering the workforce as a key challenge for the sector. Feedback suggested that attraction of graduates is not necessarily the main issue, but retaining workers after 5-10 years is challenging given the lure of other industries.

In response to this factor, all respondents identified that their organisation has current strategies in place to manage an ageing workforce. As can be seen below, succession planning (87%) and phased/part-time retirements (67%) are the most likely strategies to be in place.

Chart 29: strategies to address ageing workforce in the water industry



Financial pressures

Sixty-five per-cent of respondents highlighted economic factors/budget cuts as likely to impact their organisation in the next 5 years, and increase of close to 15% from the 2014 Environmental Scan. This factor is particularly impactful for public water utilities that have also been affected by the wider factors influencing the public sector such as trends for workforce minimisation, cutting red-tape and producing more with less.

Legislation/regulation

The water sector remains a highly regulated industry with 47% of respondents suggesting that legislation/ regulation is impacting the sector. Legislation such as the Victorian Fairer Water Bills have led to enterprises developing new approaches and strategies to manage budgets while maintaining high service delivery and customer service expectation levels.

Feedback from the IAC suggests that current legislation and regulation coupled with generally stable weather conditions have led to a lack of immediacy on the issue of water availability and to water being taken off the national agenda; factors such as the disbanding of the National Water Commission add to this perception.

The adoption of the National Certification Framework within the water sector is a key development: the framework aims to provide consistency in terms of the level of competencies and capabilities required within the workforce.

Impact of new technologies

Over 40% of survey respondents identified new technologies as a key factor that will impact on the workforce in the next 5 years. The impact was generally seen in two respects, firstly from a workforce planning perspective in terms of using technology to help people at work, and secondly from an organisational efficiency point of view, for example, the automation of plants.

This second perspective is perhaps most critical given that automated water delivery is becoming more popular due to its accuracy and timeliness compared to traditional water delivery methods. This trend will substantially impact on training needs.

Climate change

In the third iteration of the biennial State of the Climate report [72], The Bureau of Meteorology and CSIRO detail how Australian temperatures are forecasting to continue rising, increasing by between 0.6 to 1.5 degrees Celsius by 2020 when compared to the climate of 1980-1999. Rainfall levels are also predicted to decrease in southern Australia with the incidence of droughts becoming more frequent.

With predictions such as these, the potential impact of climate change on the water industry in the coming years is significant. The 2014 State of the Water sector report identified that 86% of respondents cited climate change as a moderate or significant risk to the industry [71]. Under one-third of respondents to the enterprise survey voiced their concern, identifying climate change as likely to impact the sector now and in the near future.

Qualitative analysis with IAC members also revealed that water currently being ‘off the national radar’ means that the future of the water industry is not in the national spotlight as it was with the extreme weather conditions of past years. The net effect of this could be that the potential impact of climate change is not getting the recognition it deserves.

Increased scope of duties for individual staff

As is the case across the government and community safety sectors, budgetary pressures and a need to produce more with less are leading to a reliance on increased duties for individual staff. This practice often entails additional training, particularly when centred in high risk environments such as operating plant.

Preparedness

The water industry appears to be the most prepared of all government and community safety sectors in terms of facing these factors in the years ahead. Respondents suggested that their organisations were prepared or very prepared to face 71% of the aforementioned factors.

2 IDENTIFIED WORKFORCE DEVELOPMENT NEEDS

Current and emerging skill gaps

Despite the lowest recorded level for recruitment and retention difficulties, the following occupations were highlighted through both qualitative and quantitative research as occupations where recruitment or retention difficulties occur:

- engineers
- tradespeople
- water treatment and sewerage treatment operators
- project managers
- risk advisors
- asset managers
- ICT professionals
- project managers.

While traditional water occupations are again in high demand (such as water operators) it has become increasingly common for the industry to search for non-traditional workers that can bring more generic skill sets including tradespeople, project managers and ICT professional.

ICT professionals were specifically identified as an emerging skills gap, with the demand for such professionals dependent upon the industry's uptake of technology, particularly in relation to the automation of water delivery. Indeed, 92% of respondents identified high level digital literacy as an emerging skill within the water industry.

Skills needs

IAC members highlighted a growing importance placed on higher entry level skills as future recruitment for base level positions may require the completion of year 12 and/or additional training.

As can be seen in Chart 30, the distribution of priority training areas in the water industry is consistent with many other government and community safety sectors with leadership and management skills being the most critical.

Leadership and management

Leadership and management skills have a history of being critical in the water industry [46]. In the current environmental scan, 82% of enterprises highlighted these skills as a priority training area, slightly lower than 2014 Environmental Scan levels.

Management and commercial skills such as business development, sales and marketing, communications and public relations are in high demand [73] as are the 'softer' leadership skills such as mentoring, communication and negotiation skills.

Enterprises have traditionally relied on mentoring and succession planning strategies to pass on the required skills; however, some enterprises have instigated targeted leadership development programs to ensure leadership skills are being developed within a water context.

Chart 30: priority training areas for the water industry, 2014

Customer service

Consistent with the customer-centric philosophy seen across the government and community safety sector, customer service was seen as a priority training area by nearly two-thirds of respondents. Customer service skills are particularly important for an industry where the price of water is such a hot topic. Community concern over the price of water has led many in the industry to identify the rising price of water as a significant issue, with 37% of respondents to the 2014 State of the Water Sector report identifying it as a significant issue [71]. With such emphasis placed on this issue, water enterprises around Australia are investing in customer service training to ensure that staff are adequately prepared and trained to deliver high levels of service even when presented with such a difficult issue as the cost of water.

Project management

With increasingly complex and often multiple projects running at the same time, project management has become a key priority training area within the water industry to 59% of respondents. Strategies to develop project management skills include tailored training courses delivered on an ad-hoc basis.

Foundation skills

Respondents highlighted a number of foundation skills areas where they felt that staff needed further training including: report writing (29%), reading (29%), writing (24%) and numeracy (24%). Responding Water IAC members and key stakeholders indicated that foundation skills needs appear to be most pressing in rural and regional areas; however, many new entries into the water sector now have some trade background, meaning the likelihood that they have undertaken some LLN training previously is a higher.

Workforce development and strategies to address skills needs

Training and professional development

Water enterprises identified a number of different methods for training and delivering professional development to staff with internal training (offered by 88% of enterprises), external training (59%) and formal mentoring/coaching (53%) some of the more common methods.

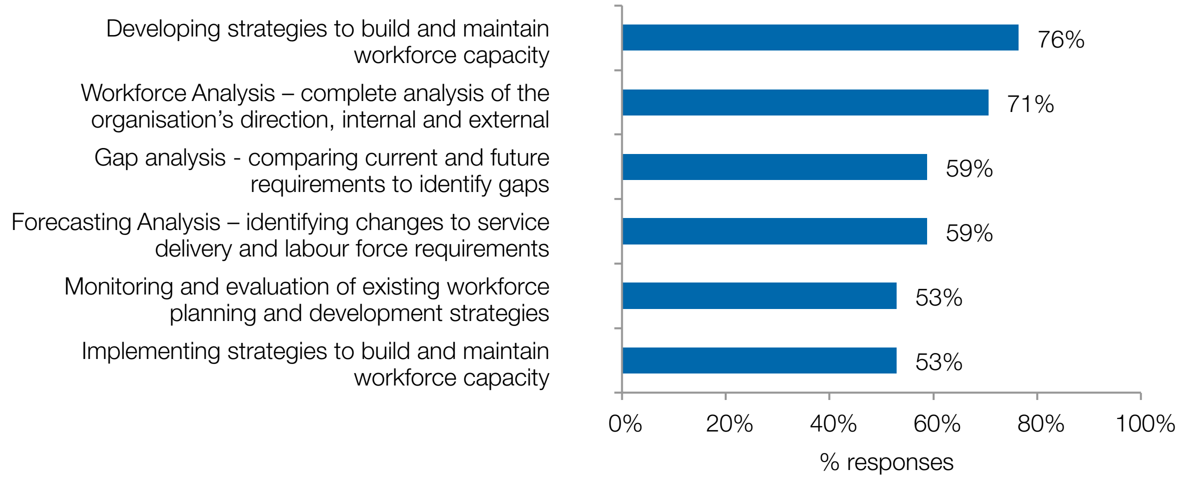
Apprenticeships, traineeships and cadetships are highly used within the water sector with 71% of enterprises using this as a means to train the next generation of water industry workers.

A small number of enterprises also identified the use of contractors (18%) or labour hire/temporary staff (18%) to fill skills gaps in the short term. In the long term, targeted recruitment strategies both within and outside of Australia were preferred, with most enterprises intending to recruit in order to fill skills gaps rather than recruit and train up new employees.

Workforce planning and development

The workforce planning and development activities most often undertaken by responding water organisations included developing strategies to build and maintain workforce capacity (76%); completing analyses of the organisation's direction, internal and external environments through workforce analysis practices (71%); and forecasting and gap analyses (both 59%).

Chart 31: workforce planning and development activities undertaken by water organisations in 2013-14



The main barrier to workforce planning and development organisational restructuring (60%) as it prevents analysis being done with any confidence. This barrier was also identified as the key barrier in the 2014 Environmental Scan.

A lack of time was also identified by half of respondents, with a lack of clarity in how workforce development aligns with organisational strategy (30%) and a lack of confidence in knowing where to start (20%) also identified.

Chart 32: barriers to workforce planning and development within water organisations

3 CURRENT IMPACT OF THE TRAINING PACKAGE

Current state of training: enterprise perspective

Use of NWP07

All of the water sector respondents to the enterprise survey suggested that their organisation uses NWP07. Full qualifications are used by 88% and a further 59% use stand-alone units of competency. A further 18% used the nationally endorsed skill sets. These responses reflect the high use of NWP07 as the definitive training package across the water sector.

Some of the main reasons that NWP07 is being used:

- upskill staff (88%, ↓12% on the 2014 Environmental Scan)
- for training program content (65%, ↑5%)
- to facilitate RPL (53%, ↓18%)
- cross skill staff (47%, n/a).

External RTOs were most frequently used to partner with enterprises within the water industry. Nearly three-quarters of enterprises partnered with a public RTO while 41% also partnered with private training providers. The decision making process for selecting RTOs generally depended upon method of delivery, past experience, relevant industry knowledge and the availability of the provider. Forty-seven per cent of enterprises describe the process of finding a suitable RTO as either difficult or very difficult. Feedback from IAC members suggests that one of the reasons for this difficulty is the 'niche' market of the water industry making the cost of training within the industry higher than comparable industries. Another reason could be the wide geographic area of the water industry and the lack of RTOs in some more remote areas - making it difficult for these enterprises to access training. Some enterprises even elect to engage providers in different states or territories, while others have no choice but to do so, for example one respondent suggested that there are no suitable providers in South Australia.

Where training was delivered by an external RTO, 88% of respondents rated the experience as positive or very positive with the remaining 12% suggesting the experience was average. Some issues were raised with the administrative capabilities of some RTOs, and the potential negative effect this may have on the training itself.

The reasons for choosing NWP07 over other training packages centre around the tailoring of the package to the water industry with the relevance to the workplace (100%), sector-specific content (88%) and formal recognition of prior learning (76%) the main advantages of the package.

Satisfaction with the NWP07

Eighty-eight per cent of respondents are satisfied with their experience of NWP07 overall, with the comprehensiveness (93%) and quality (88%) of the package the aspects with which respondents are most satisfied.

Table 20: satisfaction with aspects of the NWP04 Water Training Package

Based on your experience with the LGA04, how satisfied are you…	Satisfied or very satisfied
That the information within the training package is comprehensive	93%
With the quality of the training package	88%
With the relevance of the training package to your industry	82%
With the flexibility of the training package	82%
That the training package effectively meets the needs of your organisation	82%
That the training package is aligned to job roles within your organisation	76%
That the training package is up-to-date	75%
With the training package overall	88%

As indicated earlier, NCVER data on the use of training packages provides a limited snapshot of overall training package use as a considerable proportion of training occurs outside of the publicly funded VET system. Based on the data, enrolments have fallen slightly from 2012-2013, driven by a fall in Certificate I, II and Diploma level qualifications. However, completions have increased with double the number of Certificate IV qualifications completed in 2012 as in 2011.

Table 21: student enrolments by Australian Qualifications Framework level, 2009-2013

AQF level	2009	2010	2011	2012	2013
Graduate certificate	0	0	20	36	0
Advanced diploma	0	0	0	0	0
Diploma	2	4	78	214	180
Certificate IV	70	150	227	254	281
Certificate III	786	1,155	1,138	1,077	1,112
Certificate II	415	487	2,416	1,041	887
Certificate I	11	22	13	13	0
Total	**1,284**	**1,818**	**3,892**	**2,635**	**2,460**

Source: NCVER National VET Provider Collection, 2009-2013

Table 22: student completions by Australian Qualifications Framework level, 2008-2012

AQF level	2008	2009	2010	2011	2012
Graduate certificate	0	0	0	0	1
Advanced diploma	0	0	0	0	0
Diploma	0	2	0	2	24
Certificate IV	8	3	40	60	123
Certificate III	196	266	436	435	502
Certificate II	248	170	175	198	151
Certificate I	0	9	15	0	3
Total	**452**	**450**	**666**	**695**	**804**

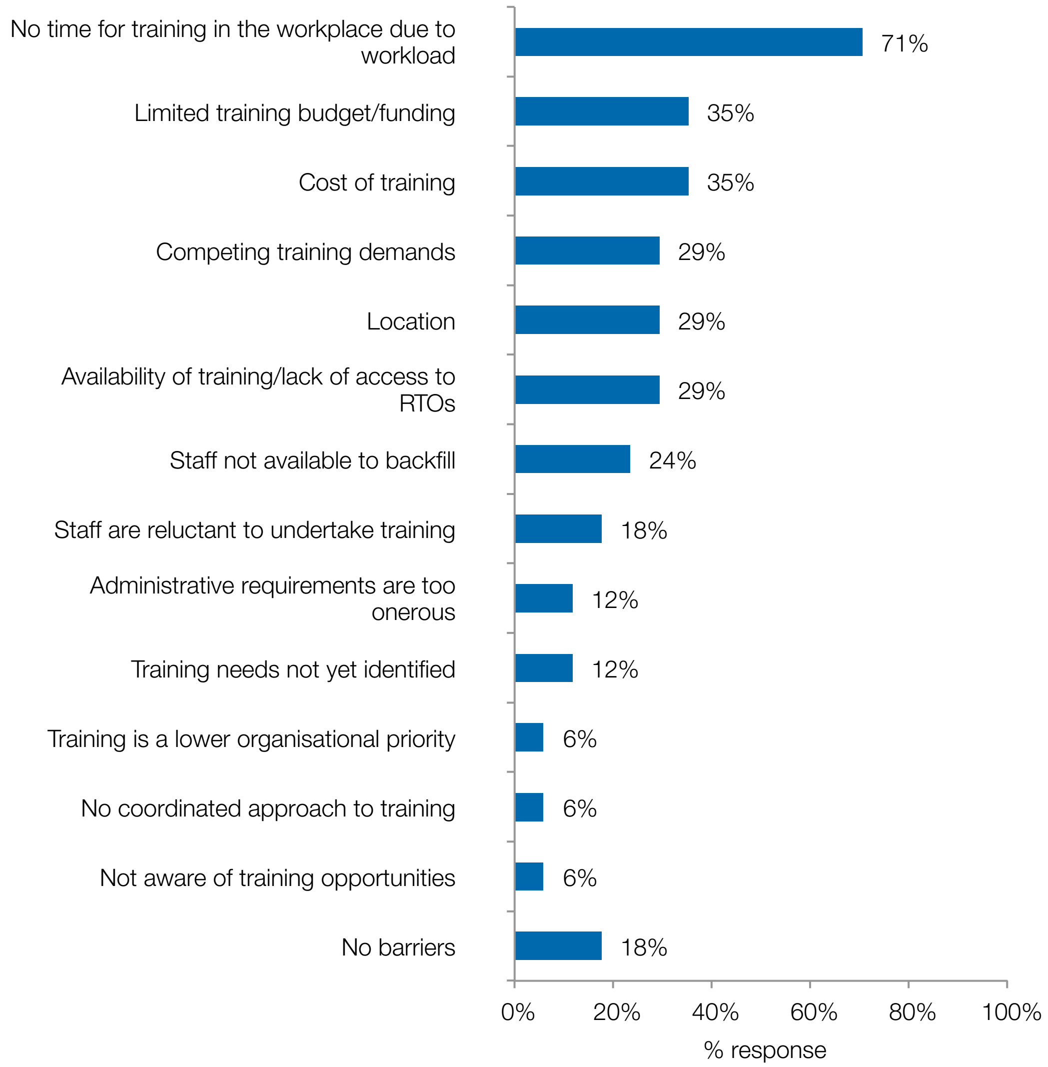
Source: NCVER National VET Provider Collection, 2008-2012

GSA data collected on qualifications supports the NCVER data. RTOs were most likely to offer qualifications in line with Table 21 and Table 22, with 80% offering Certificate III and 58% Certificate II level qualifications. Demand for qualifications was split with 50% suggesting that demand had remained the same over the last 12 months and 25% each suggesting that demand had either increased or decreased.

Despite universal uptake of NWP07, 59% of enterprises said that they use other training packages within their organisation, including:

> Business Services (BSB07)
> Local Government (LGA04)
> Public Safety (PUA12)
> Public Sector (PSP12)
> Resources and Infrastructure (RII)
> Training and Education (TAE10)

Chart 33: barriers to staff from the water industry undertaking training



Barriers to training

A lack of time due to workload was the main barrier identified by enterprises (71%) followed by limitations in funding and the cost of specific training (each 35%). Location (29%) and availability/access to RTOs (29%) were far more likely to be identified as barriers for enterprises working in remote areas.

Training budgets and funding

Sixty-nine per cent of enterprises suggested that their training budgets were sufficient to meet the training needs of the organisation, the highest level across the government and community safety sector. In addition, 31% of respondents identified that their training budget had actually increased in 2013-14 compared to 2012-13.

Forty-seven percent of enterprises had access to some form of state government funding, with 35% accessing federal funding. This is a significant difference as compared to the findings of the 2014 Environmental Scan where over 70% of respondents indicated that their organisation had accessed federal government funding to support training. A large decrease was observed in the number of enterprises that accessed external funding support (41%, ↓35% from the 2014 Environmental Scan). The discontinuation of funding (57%) such as the WELL and NWDF grants and ineligibility for funding (42%) were the two core reasons for this shift.

Current state of training: RTO perspective

The qualifications being delivered by water RTOs in 2013-14 remained similar with those of the previous year with the Certificate III in Water Operations (100%, ↑23% from the 2014 Environmental Scan), Certificate II in Water Operations (67%, ↑13%) and Certificate IV in Water Operations (58%, ↑12%) the most common delivered. One-quarter of RTOs also offered units of competency not connected to a qualification whilst 17% indicated that they deliver non-accredited training. Demand for qualifications remained stagnant according to feedback from RTOS with 50% suggesting demand was stable over the preceding 12 months, with one-quarter of RTOS suggesting demand had increased or decreased.

The most common delivery methods being used by responding training providers include face-to-face learning (83%), blended delivery (83%) and on-the-job learning (58%).

With regard to NWP07 specialisation areas, approximately one-third indicated that they had experienced a recent increase in demand for specialisation areas with the majority of these RTOs suggesting that this increased demand was for the treatment specialisation. Only 14% of RTOs suggested that demand had decreased, with hydrography and trade waste the two areas showing some fall in demand.

Barriers related to NWP07 delivery

When asked what barriers were faced in delivering NWP07 training, the most common responses were:

- a lack of demand for the training package
- the availability of resources
- a lack of suitably qualified and experienced trainers and assessors
- a lack of funding to develop training resources.

RTO SURVEY RESPONDENT SNAPSHOT

Location

NSW, Qld, Vic, WA

Regional coverage (% of respondents)

17% metropolitan

25% regional centre

0% rural/remote

50% statewide

8% national

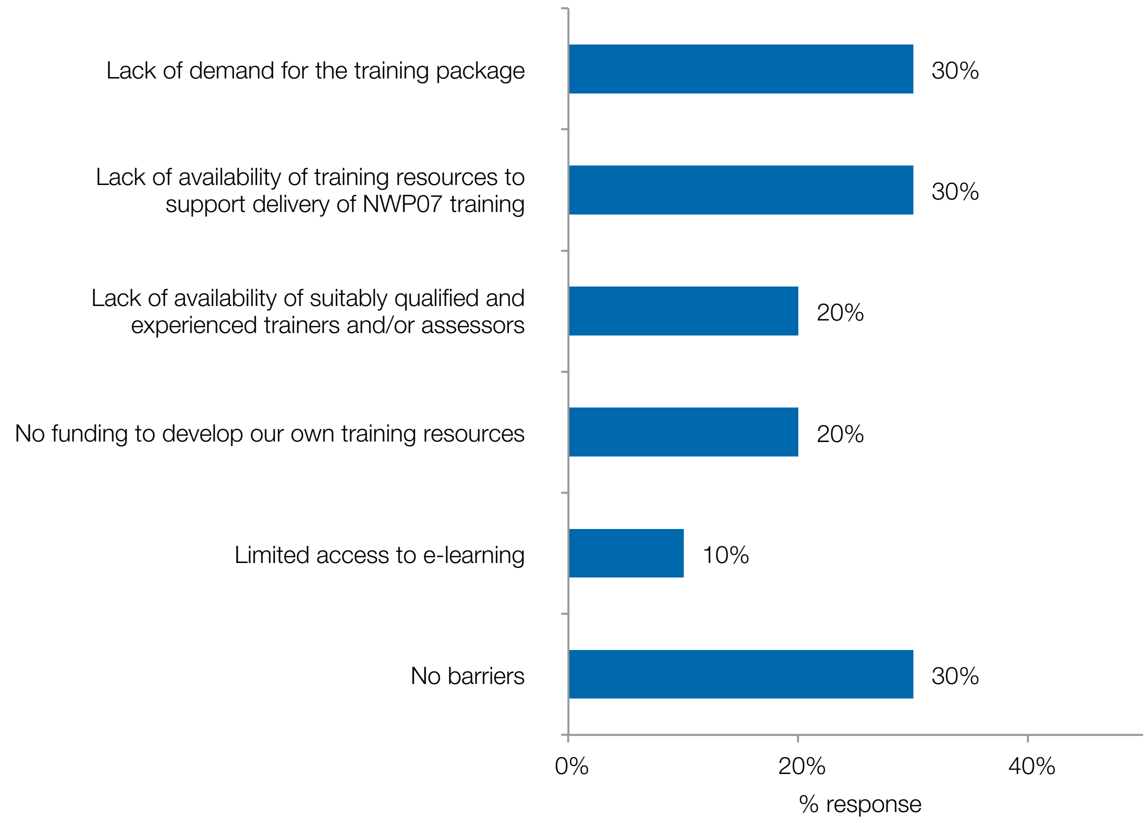
RTO type (% of respondents)

8% enterprise
17% private
67% public

Delivery locations

All states and territories

Chart 34: the main barriers that RTOs face in offering NWP07 training. Results are based on responses to the GSA RTO survey.



Many of the barriers identified above were amplified in regional and rural/remote areas where the difficulty in finding qualified assessors or trainers to deliver the training was a significant hurdle for RTOs.

In addition to the barriers mentioned above, RTOs were also concerned with recent changes in the VET system and what they viewed as onerous administration and compliance requirements that they must adhere to.

Current GSA water projects and initiatives

Water industry occupation and competency framework

In 2014, GSA was continued to develop an occupation and competency framework for the water industry.

As reported in the 2014 Environmental Scan, the framework defines competency requirements for specific water occupations covered by the Water Training Package. The framework was developed from the need for national consensus on common roles, to list alternative titles and provide a guide for their training in nationally endorsed qualifications.

The framework defines the occupations linked to vocational qualifications in the water industry and details their core functions, tasks, skills and knowledge. The framework then provides a guide to qualifications contained within NWP07 that address skills for the occupation.

In 2014, GSA conducted the next phase of validation research with the framework by conducting a census to count the number of employees that fall into the roles highlighted under the framework. This research will enable GSA to quantify and build a case for these roles to be included within the Australian and New Zealand Standard Classification of Occupations (ANZSCO).

SUPPORTING INFORMATION

LIST OF ABBREVIATIONS USED

ABS	Australian Bureau of Statistics
ACELG	Australian Centre of Excellence for Local Government
ACSF	Australian Core Skills Framework
ADF	Australian Defence Force
ANZSCO	Australian and New Zealand Standard Classification of Occupations
APS	Australian Public Service
AQTF	Australian Quality Training Framework
ASQA	Australian Skills Quality Authority
AVETMISS	Australian Vocational Education and Training Management Information Statistical Standard
AWA	Australian Water Association
AWOF	Australian Water Occupation Framework
AWPA	Australian Workforce and Productivity Agency
COAG	Council of Australian Governments
CSC12	Correctional Services Training Package
DAFF	Department of Agriculture, Fisheries and Forestry
DEF12	Defence Training Package
GDP	Gross Domestic Product
GSA	Government Skills Australia
IAC	Industry Advisory Committee
IBSA	Innovation and Business Skills Australia
ICT	Information and communications technology
ISC	Industry Skills Council
ITAB	Industry Training Advisory Body
LGA04	Local Government Training Package
LGAQ	Local Government Association Queensland
LGAT	Local Government Association Tasmania
LLN	Language, literacy and numeracy
NCVER	National Centre for Vocational Education Research
NSSC	National Skills Standards Council
NWDF	National Workforce Development Fund
NWP07	Water Training Package
PPP	Productivity Places Program
PSP12	Public Sector Training Package
PUA12	Public Safety Training Package
RPL	Recognition of prior learning
RTO	Registered Training Organisation
SES	State Emergency Service
TAFE	Technical and Further Education
TP	Training Package
USI	Unique Student Identifier
VET	Vocational Education and Training
WELL	Workplace English Language and Literacy
WHS	Work health and safety

LITERATURE CITED

[1] Steering Committee for the Review of Government Service Provision, "Report on Government services volume C: justice," Productivity Commission, Canberra, 2014.

[2] Australian Bureau of Statistics, "4512.0 - Corrective services, Australia, March quarter 2013," 2013.

[3] D. of Employment, "Prison Officers - Job Outlook," 2012. [Online]. Available: http://joboutlook.gov.au/occupation.aspx?search=alpha&tab=stats&cluster=&code=4421.

[4] Government Skills Australia, "Local Government Training Package: capacity, capabilities and challenges," 2011.

[5] C. R. and R. Department of Local Governemnt, "De-amalgamation," 2014. [Online]. Available: http://www.dsdip.qld.gov.au/bc/.

[6] J. Hutchinson, B. Walker, and F. H. Mckenzie, "Leadership in Local Government," 2014.

[7] J. Lethbridge, "Review of 'Revitalising local government' in the light of UK experience," 2014.

[8] Department of Defence, "Portfolio budget statements 2014-15 budget related paper no. 1.4a defence portfolio," 2014.

[9] B. A. Plan, G. I. Initiative, G. I. Hub, T. Hub, W. B. Group, and G. I. Facility, "G20 Leaders ' Communiqué Brisbane Summit , 15-16 November 2014 Building a stronger , more resilient global economy," no. November. 2014.

[10] B20 Australia, "B20 human capital taskforce policy summary," 2014.

[11] The Commonwealth of Australia, "2014-15 Commonwealth Budget - Welfare - Building a strong welfare system," 2014. [Online]. Available: http://www.budget.gov.au/2014-15/content/glossy/welfare/html/welfare_01.htm.

[12] H. P. Van Dalen, K. Henkens, and J. Schippers, "How do employers cope with an ageing workforce?," Demogr. Res., vol. 22, pp. 1015–1036, Jun. 2010.

[13] The Commonwealth of Australia, "Cutting Red Tape 2014 Spring Repeal Day," 2014. [Online]. Available: https://www.cuttingredtape.gov.au/2014-spring-repeal-day.

[14] ManpowerGroup, "2013 talent shortage survey research results," 2013.

[15] Department of Education and Training, "Vocational Education and Training Reform," 2014. [Online]. Available: http://vetreform.industry.gov.au/vet-reform-vision.

[16] Australian Workforce and Productivity Agency, "ICT workforce study," 2013.

[17] F. C. Lunenburg, "Leadership versus Management : A Key Distinction — At Least in Theory," vol. 14, no. 1, pp. 1–4, 2011.

[18] Australian Workforce and Productivity Agency, "Human capital and productivity," 2013.

[19] Skills Australia, "Better use of skills, better outcomes: a research report on skills utilisation in Australia," 2012.

[20] M. Bertrand and A. Schoar, "Managing with style: the effect of managers on firm policies," 2003.

[21] T. U. of Melbourne, "CWL Survey results _ The Melbourne Newsroom," Australian Workplace Leadership Poll, 2014. [Online]. Available: http://newsroom.melbourne.edu/cwl-survey-results.

[22] Australian Institute of Management, "Australian management capability index 2014: full report," 2014.

[23] E. Salas, H. B. King, and M. a Rosen, "Improving teamwork and safety: toward a practical systems approach, a commentary on Deneckere et al.," Soc. Sci. Med., vol. 75, no. 6, pp. 986–9, Sep. 2012.

[24] Ernst & Young Global Ltd., "The journey toward greater customer centricity," 2013.

[25] C. B. Frey and M. A. Osborne, "The future of employment: how susceptible are jobs to computerisation," 2013.

[26] A. Shomos and M. Forbes, "Literacy and Numeracy Skills and Labour Market Outcomes in Australia," 2014.

[27] Australian Industry Group, "When words fail: national workforce literacy project final project report," 2012.

[28] J. Chesters, C. Ryan, and M. Sinning, "The returns to literacy skills in Australia," National Centre for Vocational Education Research, Adelaide, 2013.

[29] National Centre for Vocational Education Research, “Australian vocational education and training statistics: Completion and attrition rates for apprentices and trainees 2012,” National Centre for Vocational Education Research, Adelaide, 2013.

[30] Rule of Law Institute of Australia, “Mash-up Mandatory Sentencing in Australia - Rule of Law Institute of Australia,” 2015. [Online]. Available: http://www.ruleoflaw.org.au/mandatory-sentencing-in-australia/#com. [Accessed: 01-Jan-2015].

[31] Steering Committee for the Review of Government Service Provision, “Report on Government services 2013. Volume 1: child care; education and training; justice; emergency management,” Productivity Commission, Canberra, 2013.

[32] Australian Institute of Health and Welfare, The health of Australia’s prisoners 2012. 2013.

[33] Australian Bureau of Statistics, “Persons in Corrective Services 2014 4512.” 2014.

[34] Office of the Inspector of Custodial Services, “Female prisons in Western Australia and the Greenough Women’s Precinct,” 2014.

[35] Australian Broadcasting Corporation, “Inspector slams state of womens prisons in WA, calls it ‘avoidable’ crisis - ABC News,” 2015. [Online]. Available: http://www.abc.net.au/news/2014-10-09/prisons-inspector-slams-state-of-womens-prisons/5802040. [Accessed: 01-Nov-2014].

[36] “Local Government bodies.” [Online]. Available: http://www.regional.gov.au/local/. [Accessed: 11-Nov-2014].

[37] “Australian Bureau of Statistics web site.”

[38] c=AU, o=Commonwealth of Australia, and ou=Australian B. of Statistics, “Australian Bureau of Statistics web site.”

[39] c=AU, o=Commonwealth of Australia, and ou=Australian B. of Statistics, “Main Features - Main Features.”

[40] “training.gov.au - Organisation / RTO search.” [Online]. Available: https://training.gov.au/Search/n?nrtCodeTitle=LGA04&ImplicitNrtScope=false&IncludeUnregisteredRtosForScopeSearch=false&orgSearchByScopeSubmit=Search. [Accessed: 11-Nov-2014].

[41] B. Grant and R. Ryan, “The white paper on the reform of the Federation: implications for Australian Local Government,” 2014.

[42] Commonwealth of Australia, A Federation for our future: issue paper 1, no. September. 2014.

[43] Office of Local Government, “Fit for the Future: a blueprint for the future of Local Government,” 2014.

[44] Gooding Davies Consultancy Pty Ltd, “Review of current local government reform processes in Australia and New Zealand - March 2013,” 2013.

[45] Australian Centre of Excellence for Local Government, “Profile of the local government workforce,” 2013.

[46] Government Skills Australia, “Environmental Scan 2014,” 2014.

[47] “Financial Assistance Grants to Local Government.” [Online]. Available: http://www.regional.gov.au/local/assistance/. [Accessed: 14-Nov-2014].

[48] Commonwealth of Australia, Budget paper No . 2, no. 2. 2014.

[49] “Making of a modern award - Queensland Local Government Industry Award,” 2014.

[50] C. Maslach, “Burnout and engagement in the workplace : new perspectives,” vol. 13, no. 3, pp. 44–47.

[51] G. Wlaker and M. Gray, “Service delivery reviews in Australian Local Government,” Sydney, 2012.

[52] Local Excellence Expert Panel, “Towards the council of the future,” Local Government Association of South Australia, 2013.

[53] M. Gibbs, “Rural-Remote and Indigenous Local Government Program : Capacity Building Survey,” 2012.

[54] B. de Chastel and P. Stark, “Attraction and retention of CEOs and Senior Staff in Rural-Remote and Indigenous Local Governments,” 2014.

[55] K. Purser, “ALGWE census 2013 report,” Australian Centre of Excellence for Local Government, University of Technology, Sydney, 2013.

[56] D. Jackson, “Student perceptions of the importance of employability skill provision in business undergraduate programs,” J. Educ. Bus., vol. 88, no. 5, pp. 271–279, Jan. 2013.

[57] C. Rowley, “Student and employer perceptions of the importance of entry-level employability skills,” 2014.

[58] WA Police, “Frontline 2020 Positioning WA Police for new challenges,” 2013.

[59] Australia New Zealand Policing Advisory Agency, “Australia New Zealand Police Professionalisation Strategy 2013-2018,” 2014.

[60] ANZPAA, “ANZPAA Annual report: 2013-14,” 2014.

[61] T. A. S. P. I. Blog, “A ‘total force’ at last Change in the Defence workforce _ The Strategist,” 2012. [Online]. Available: http://www.aspistrategist.org.au/a-total-force-at-last-change-in-the-defence-workforce/. [Accessed: 20-Apr-2012].

[62] Department of Defence, “Defence Annual Report 2013-14,” 2014.

[63] Australian Crime Commission, “Annual Report 2013 – 14,” 2014.

[64] Department of Defence, “Defence white paper 2013,” 2013.

[65] Department of Defence, “Defence issues paper,” 2014.

[66] Victorian Auditor-General’s Office, “Managing emergency services volunteers,” State Government of Victoria, 2014.

[67] Audit Office of New South Wales, “Management of volunteers: NSW State Emergency Service,” 2014.

[68] State Services Authority, “The state of the public sector in Victoria,” State Government of Victoria, 2013.

[69] Office of the Commissioner for Public Employment, “State of the Service Report NT 2013-14,” 2014.

[70] D. of Treasury, “Department of Treasury 2013-14 Annual Report,” 2013.

[71] Deloitte Touche Tohmatsu Ltd, “AWA/Deloitte State of the Water Sector Report 2014,” 2014.

[72] The Commonwealth of Australia, “State of the Climate 2014,” 2015.

[73] Water Industry Skills Taskforce, “2012 National skills forum report,” 2012.

ACKNOWLEDGEMENTS

GSA received strong support from across the government and community safety sectors during the preparation of the 2015 Environmental Scan. Over 300 respondents provided input via GSA's surveys, whilst further information was taken from GSA's other 2014 research activities and through industry liaison.

GSA would like to acknowledge everyone who contributed information to the 2015 Environmental Scan. The following organisations have given permission for their names to be listed as an acknowledgement.

ACT Corrective Services
ACT Government
ACTEW Water
ActewAGL
Air Warfare Destroyer Alliance (Techport Australia)
Ararat Rural City Council
Attorney-General's Department (AUS)
Australasian Fire & Emergency Service Authorities Council
Australasian Fire and Emergency Service Authorities Council (AFAC)
Australia New Zealand Policing Advisory Agency
Australian Federal Police College
Australian Institute of Emergency Services
Australian Professional Ocean Lifeguard Association Inc. (APOLA)
Australian Services Union
Australian Services Union SA&NT Branch
Barkly Regional Council
Baw Baw Shire Council
Bayside City Council
Bogan Shire Council
Borough of Queenscliffe
Burwood Council NSW
Cairns Regional Council
Campbelltown City Council
Carrathool Shire Council
Central Desert Regional Council
Central Highlands Water Corporation
Central Institute of Technology
City of Boorondara
City of Darwin
City of Hobart
City of Kwinana
City of Marion
City of Melville
City of Victor Harbor
Clarence Valley Council
Cloncurry Shire Council
Coffs Harbour City Council
Coliban Water
Community & Public Sector Union (SPSFT) Inc.
Community Services & Health Industry Training Board Victoria Inc.
Corrective Services NSW
Cowra Shire Council
Department for Child Protection and Family Support
Department for Communities and Social Inclusion
Department for Correctional Services
Department of Agriculture and Food, Western Australia
Department of Business (NT)
Department of Corrective Services (WA)
Department of Corrective Services, Western Australia
Department of Culture and The Arts (Western Australia)
Department of Defence
Department of Education, Training and Employment (QLD)
Department of Environment and Primary Industries (Vic)
Department of Finance
Department of Human Services
Department of Infrastructure & Regional Development
Department of Justice (Vic)
Department of Justice and Attorney General Queensland
Department of Mines and Petroleum
Department of Premier and Cabinet
Department of Primary Industries, Parks, Water and Environment (DPIPWE)
Department of Regional Development
Department of Sport and Recreation (WA)
Department of State Growth Tasmania
Department of the Attorney General (WA)
Department of the Attorney General and Justice (NT)
Disability Services Commission
District Council of Lower Eyre Peninsula
Douglas Shire Council
East Gippsland Shire Council
East Gippsland Water
Electrical, Utilities and Public Administration Training Council Inc. (EUPA)
Fire Brigades Employee Union
Fire Protection Association Australia
G4S Custodial Services Pty Ltd
Gladstone Regional Council
Glenorchy City Council
Gosford City Council
Government of South Australia
Greater Bendigo City Council
Hobsons Bay City Council
Holroyd City Council
Institute of Public Works Engineering Australasia - Australasia Office

SUPPORTING INFORMATION

Keep Australia Beautiful Council WA
Life Saving Victoria (LSV)
Local Government Association of Queensland (LGAQ)
Local Government Association of South Australia
Local Government Association of Tasmania
Local Government Association of the Northern Territory
Local Government NSW
MacDonnell Regional Council
Maitland City Council
Mapoon Aboriginal Shire Council
Mareeba Shire Council
Marine Rescue NSW
Maroondah City Council
Melbourne Water Corporation
Metropolitan Cemeteries Board
Mount Isa City Council
Municipal Association of Victoria
Murray Shire Council
National Accreditation Authority for Translators and Interpreters Ltd
Northern Territory Department of Correctional Services
NSW Department of Primary Industries
NSW Public Sector ITAB
NSW Public Service Commission
Office of Rail Safety, Department of Transport
Office of the Commissioner for Public Employment (NT)
Office of the Director of Public Prosecutions (WA)
Parks Victoria
Police Federation of Australia
Port Stephens Council
Primary Industries & Regions SA
Public Sector Commission
Queensland Corrective Services Academy
Queensland Police Service
Queensland Water Directorate
Redland Water & Waste
Richmond Shire Council
Roper Gulf Regional Council
SA Water Corporation
Scenic Rim Regional Council
Seqwater
Serco Australia Pty Ltd
Shellharbour City Council
Shire of Beverley
Shire of Chittering
Shire of Cranbrook
Shire of Dardanup
Shire of Halls Creek
Shire of Shark Bay
Shoalhaven Water
Southern Rural Water
Surf Coast Shire Council
Surf Life Saving Australia
Sydney Catchment Authority
Sydney Water Corporation
Tasmania Prison Service
TasWater
The Australian Workers' Union, Queensland
The Department for Correctional Services (SA)
The GEO Group Australia Pty Ltd
The Shire of Nannup
United Firefighters Union Australia
United Services Union
Unity Water
Upper Lachlan Shire Council
Veolia Australia and New Zealand
Victoria Police
Victorian Civil and Administrative Tribunal
Victorian Public Sector Commission
Victorian Public Sector Commission
Wannon Water
Wannon Water
Water Corporation
Water Industry Operations Association
Water Industry Training Centre
Water Services Association of Australia
West Daly Regional Council
Western Australia Police
Western Australian Local Government Association (WALGA)
Whitehorse City Council
Yorke Peninsula Council

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

Government Skills
AUSTRALIA

Design by Creative Grease