

CQUNIVERSITY RESEARCH

The Future of Work – Implications for Local Government and regional renewal

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Overview



Megatrends



Future of Work – changes and trends



Future of Local Government



Skill needs of local Government



Implications



Potential Solutions



Mega Trends

Fourth industrial revolution:

- Digitization, online platforms e.g. Uber, online sales. social media
- Artificial intelligence – chatbots, internet of things, wearable technology (CQU, 2022)

New forms of work:

- telework, work from home, working online (McKinsey 2021)

Climate change:

- natural disasters, resource scarcity etc.
- Decarbonization and renewable energies e.g. solar, hydro, hydrogen, recycling, waste reduction

Social trends and expectations:

- ageing, gender diversity, Gen Y expectations, cultural diversity, rise of middle class, search for meaning in work (CQU, 2022)

War for talent/skill shortages

- regional and transnational labor mobility

Covid 19 and other health issues

Ongoing globalization:

- yet push for decentralization e.g. local design and manufacture

Inflation/low growth/productivity challenges/wage pressures

Emerging economies and geopolitical pressures:

- focus on Asia, China, South Pacific



Future of work – changes/trends

Desire for more flexible forms of work



- ❖ Need for modern office and technology
- ❖ Hybrid and remote/teleworking
- ❖ Teamwork



Personalised customer service

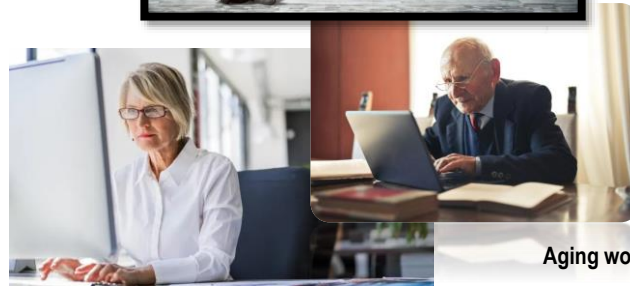
Greater focus on interpersonal skills, creativity and problem solving



❖ Using big data analysis



Need for agility and continuous learning



Aging workforce

Use of online platforms for doing work



Artificial intelligence and automation



Future of Local Government

- New personalised services to customers e.g. through apps
- Connecting digitally with organisations
- Digital identity and security
- Redesigning services using data analytics
- Responding to diversity in communities
- Creating modern workplace cultures
- Attracting and retaining talent
- Developing leaders
- Fully connected enterprises
- Innovative partnerships with business e.g. around clean energies

• Source: KPMG, 2021

Skills need of Local Government (ALGA 2018)



WORKFORCE
189,500 workers .



COUNCILS
537



REGIONAL
55% of councils in remote areas



DEMOGRAPHIC OF WORKFORCE
❖ Much older workforce than average - 54% over 45yrs of age
❖ 53% Male V's 47% Female



QUALIFICATIONS
Increasingly qualified – 44% with a diploma or higher degree



WORKFORCE SHORTAGES
68% experiencing skill shortages
44% councils reported not enough apprentices to meet future needs



KEY SKILL SHORTAGES

- ❖ Engineers
- ❖ Urban/Town Planners
- ❖ Building Surveyors
- ❖ Environmental health Officers
- ❖ Project Managers
- ❖ Plus" IT professionals, accountants, community engagement officers, plumbers, tradespeople and labourers

STRUCTURAL ISSUES

- ❖ Inability to compete with private industry
- ❖ Shortage of skilled locals
- ❖ Hard to recruit due to remoteness
- ❖ Lack of career paths

TRAINING

- ❖ 60% of councils reported unmet training needs
- ❖ Training often not available or in an accessible form
- ❖ Staff too busy to attend training
- ❖ Low skills of staff
- ❖ Needs for both technical and soft skills e.g. coaching, change management, time management, conflict resolution, mental health resilience training



Source: ALGA, 2018

Implications – may need to:

- **Attract** staff from greater diversity of backgrounds e.g. ethnicity, backgrounds
- **Offer** more distance, flexible and telework
- **Offer** and promote non-pay benefits
- **Consider** recruiting whole groups/families.communities
- **Partner** with industry to identify talent
- **Partner** with educational institutes for bespoke training



Potential Solutions



High order soft skills training e.g. leadership, change management

Use new technologies e.g. Zoom for classroom

Use learning platforms to deliver more training content
Fly in/fly out trainers?

Partner with ethnic communities and other under- represented groups
to target recruitment

Promote the value of local government work – lifestyle, security,
social purpose, flexibility, careers

Engage professionals e.g IT and planners on different contracts?



Potential Solutions – continued

PhD Industry & Research Placements

From Industry, For Industry.
For experienced industry professionals looking to enhance their professional practice and lead the development of new knowledge in their industry.



4 years full time
8 years part time

A CQUniversity PhD or Master by Research candidate will be placed into your Council to complete a short-term research project, on a topic nominated by you.

60 business days however this can be designed over full-time, part-time or periodic timelines to suit your circumstances.



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