

Public Skills Australia

South Australia Report 2025-2026

Local Government Skills Audit and Review
of the Uptake and Utility of the LGA Local
Government Training Package

June 2026



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Introduction

1.1 Background

Public Skills Australia is one of ten Jobs and Skills Councils (JSCs) that work with our industry-sectors to identify current workforce challenges and potential skills shortages. Public Skills Australia is the JSC that works with the Public Safety and Government industry-sectors. JSCs are responsible for:

- › supporting the current Vocational Education and Training (VET) reforms under the National Skills Agreement (NSA)
- › working with the Department of Employment and Workplace Relations (DEWR) to aid workforce planning, industry stewardship and training package development as well as promoting, implementing and monitoring the use of training packages.

1.2. Local Government Project

The Local Government Skills Audit and Review of the Uptake and Utility of the LGA Local Government Training Package (the Project) emanated from Public Skills Australia's 2024 Federal, State/Territory, and Local Government Workforce Plan. The Project seeks to understand workforce trends, occupational shortages, skills gaps, training needs, and future challenges faced by local councils across Australia.

1.3. Partners

Public Skills Australia acknowledge ALGA, LGA SA and local councils who generously shared their expertise, time and effort.

The Project was supported by the Australian Local Government Association (ALGA) (as a company member of Public Skills Australia and the national peak body for Local Government) and the Local Government Association of South Australia (LGA SA) (as the peak industry association and representative body for local councils¹ across South Australia). Both ALGA and LGA SA provided input into the jurisdictional workshop findings, survey questionnaire, supported survey-related communications, facilitated workshop participation and survey responses follow-up. ALGA further contributed to the longitudinal data provided through provision of the *2018 and 2022 Local Government Workforce Skills and Capability Surveys* that have informed this report.

¹ For the purpose of this report, Local Governments will be referred to as local councils.

1.4 2025-26 Local Government Workforce Skills and Capacity Survey

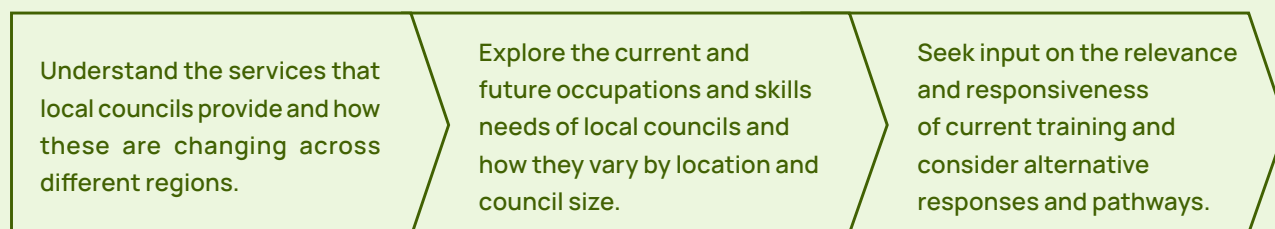
In support of the combined project, Public Skills Australia and ALGA collaborated on the *2025-26 Local Government Workforce Skills and Capacity Survey (the survey)*. The survey forms part of a longitudinal series, with previous iterations conducted in 2018 and 2022, and minor updates made over time.

The survey was hosted on 'Qualtrics,' an online survey platform, through which local councils had the opportunity to participate. Respondents were typically employees responsible for people and culture and learning and development, with input from other local council employees where relevant.

Survey responses then underwent a data-analysis process prior to analysis.² The combined project as well as the survey and its findings have produced seven jurisdictional reports and one national report. This report should be read in conjunction with the national report.

1.5 Workshops

The workshops aimed to provide in-depth qualitative evidence and involved participation from employees responsible for people and culture as well as learning and development within their local councils. The workshop objectives were to:



1.6 South Australia Report 2025-2026

The South Australia Report 2025-2026 (the report) is one of the seven jurisdictional reports and offers the outcomes for South Australia of both the combined project and the survey. The analysis provided in this report is based only on the data provided by those local councils who responded to the survey and/or participated in the workshops. References to local councils should be understood to refer to those responding local councils that either completed the survey or participated in workshops – unless otherwise specified.

² This includes interpretation of results being guided by several methodological considerations which can be found at Appendix A.

1.7 Structure

This report is structured into two primary sections:

Section 1: Quantitative Data

- › Based on the 2025-26 Local Government Workforce Skills and Capacity Survey
- › Based on 21 responding South Australian local councils

Section 2: Qualitative Results

- › Based on in-person and online workshops
- › Based on consultations in these workshops with 12 South Australian local councils

1.8 Key Findings

Key findings for South Australia local councils are summarised below.

Section	Key Findings
Service Delivery Context	Local council's work is evolving and becoming more complex in response to community, digital and financial pressures. Services across two categories are especially difficult to deliver. Specialist technical services are challenging due to attracting and retaining qualified candidates, while community-facing services are increasingly responding to shifting community expectations and difficult interactions.
Skills Audit and Assessment	Local councils are managing shortages in relation to are occupation-specific and transferrable skills while interpersonal skills are becoming increasingly important. Individuals working in technical occupations excel in the technical skills but do not always have the interpersonal skills or behavioural traits to effectively navigate complexity. This is exacerbated when some are promoted into supervisory or leadership positions to retain technical expertise but having limited leadership capability.
Training Needs and Challenges	Local councils want VET to be more efficient, accessible, and better align with the skill requirements of local council occupations. VET is crucial for providing mandatory qualifications and is the most relevant pathway for technical occupations. However, local councils are supplementing VET with non-accredited training to meet unmet training needs for interpersonal and transferable professional skills.
Future Workforce Outlook	Local councils anticipate growth in digital transformation, cybersecurity, AI, sustainability and regulatory capability into the future. This coupled with continued increases in the complexity surrounding service provision will have future flow on implications for occupations, skills and training.

Quantitative Data

2.1 Service Delivery Context

Key Findings:

Local council's work is evolving and becoming more complex in response to community, digital and financial pressures. Services across two categories are especially difficult to deliver. Specialist technical services are challenging due to attracting and retaining qualified candidates, while community-facing services are increasingly responding to shifting community expectations and difficult interactions.

Service delivery contexts are driven by the workforces within local councils. To be able to test and validate these contexts, it is critical to first understand the current workforce profile.

2.1.1 Employment numbers

Key data

The South Australia Local Government industry-sector employed 11,700 people as of June 2025.

This represents an average annual growth rate of 0.8 per cent per year (2018 to 2025).

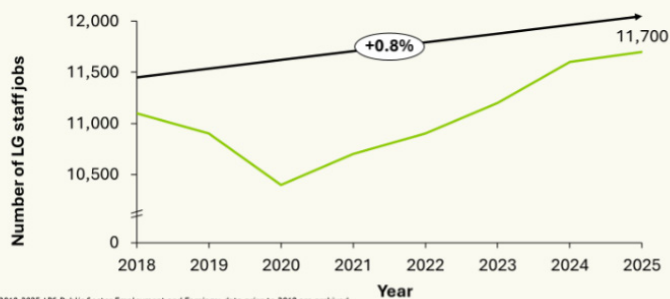


Figure 1:

South Australia Local Government employment data, 2018-2025

Based on the survey, 53 per cent (n=11) anticipated that by June 2026 the size of their workforce would increase, 33 per cent (n= seven) expected it to remain the same and 14 per cent (n=3) were unsure.

Key data

The majority of South Australian local councils fall into the mid sized category, with 57 per cent employing 100–500 staff, and none exceeding 1,000 employees.

Employment size varied across responding South Australia local councils, ranging from 54 employees at the smallest (Robe District Local council) to 863 employees at the largest (Onkaparinga City Local council).

In summary, the share of local councils with:

- › 500–1,000 employees increased by two percentage points
- › 100–500 employees decreased by four percentage points
- › Fewer than 100 employees increased by 13 percentage points

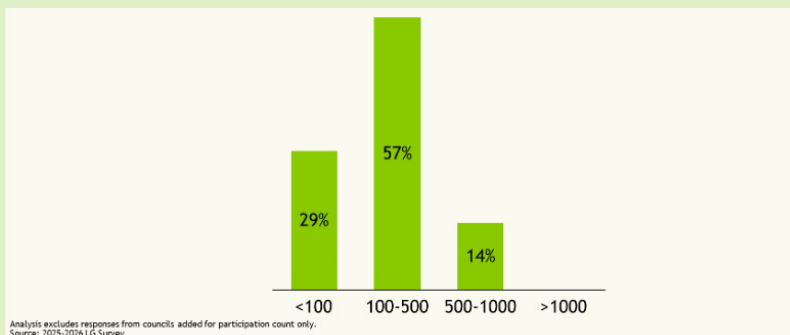


Figure 2:

South Australia responding local councils, distribution of employment size, 2025-2026 Survey

Employment size also varied based on the Australian Classification of Local Governments (ACLG)³ categories:

- › Rural/remote local councils either employed fewer than 100 employees (67 per cent) or employed 100–500 employees (33 per cent).
- › Regional local councils predominantly employ 100–500 employees (83 per cent) with the remaining 17 per cent had 500–1000 employees.
- › Metropolitan local councils were the largest on average, though employees remained below 1,000.

³ Multiple systems exist to classify whether a local council is rural/remote, regional or metropolitan. In most instances this classification is self-evident, however there are examples whereby, due to shifting populations a local council could be referred to as metropolitan or regional. Full definition of the Australian Classification of Local Governments categories can be accessed at Appendix B.

2.1.2 Employment categories

Key data

Since 2018, full and part time employment has increased while casual employment has decreased. Based on survey responses, across South Australia, approximately 70 per cent of the workforce were full-time employees, 22 per cent were part-time, seven per cent were casual.

Eighty-one per cent of responding South Australia local councils employed 80 apprentices and trainees, representing 1.6 per cent of the South Australia local council workforce.

By ACLG categorisation, employment patterns varied.

ACLG Categorisation	Full-time	Part-time	Casual	Apprentices and Trainees
Rural/remote	66%	24%	8%	3%
Regional	67%	23%	9%	1%
Metro	74%	20%	5%	1%
SA	70%	22%	7%	1%

Analysis excludes responses from councils added for participation count only.
Source: 2025-2026 LG Survey

Figure 3:

South Australia responding local councils, employment type by ACLG categorisation, 2025-2026 Survey

2.1.3 Employment gender profile

Key data

According to data from local councils, gender balance in employment has shifted with women accounting for 40 per cent of full-time occupations, up from 31 per cent in 2022.⁴

Apprenticeships and traineeships data from responding South Australia local councils showed a strong differential, pointing to gender imbalance in entry-level and pipeline occupations.

⁴ While this indicates greater access to ongoing occupations for women, it may not result in increased senior representation as the survey did not measure progression or tenure.

Key data

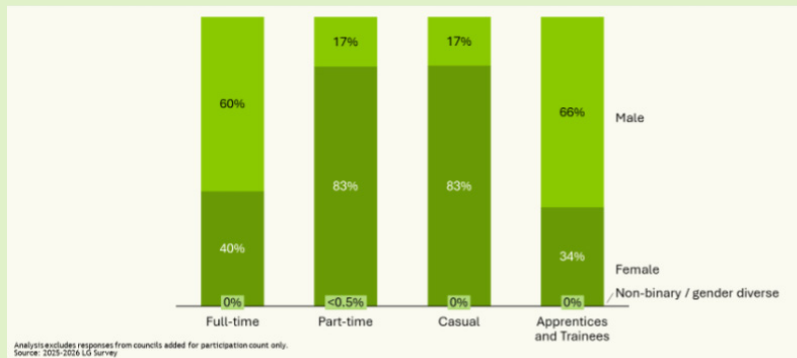


Figure 4:

South Australia responding local councils, employment category by gender, 2025-2026 Survey

2.1.4 Workplace diversity⁵

Key data

Among the five responding local councils (24 per cent), CALD employees represented an average of 5.1 per cent of their workforce.

Of the four responding local councils (19 per cent), employees with disability represented an average of 2.7 per cent of the workforce.

Eight local councils (38 per cent) reported having First Nations employees, with representation of 0.6 per cent of the total workforce.

⁵ The data captured for First Nations, people from non-English speaking background and people with a disability has limitations as it required self-identification.

2.1.5 Workforce age profile

Key data

The 2018 survey raised an ageing workforce as a significant challenge. Since 2018, the age profile showed modest shifts, with proportional decline in younger employees aged under 30 and growth in mid-career employees aged 30-54.

The expanding 65+ cohort indicated increasing reliance on older employees, which may heighten risks around retirements, succession, and workforce sustainability.

Age distribution varied by ACLG categorisation:

- > Rural/remote workforces faced the most acute ageing risks.
- > Regional local councils demonstrated the youngest workforce profile across ACLG categories, with 17 per cent aged under 30.
- > Metropolitan local councils had the smallest representation aged under 30 at 10 per cent.

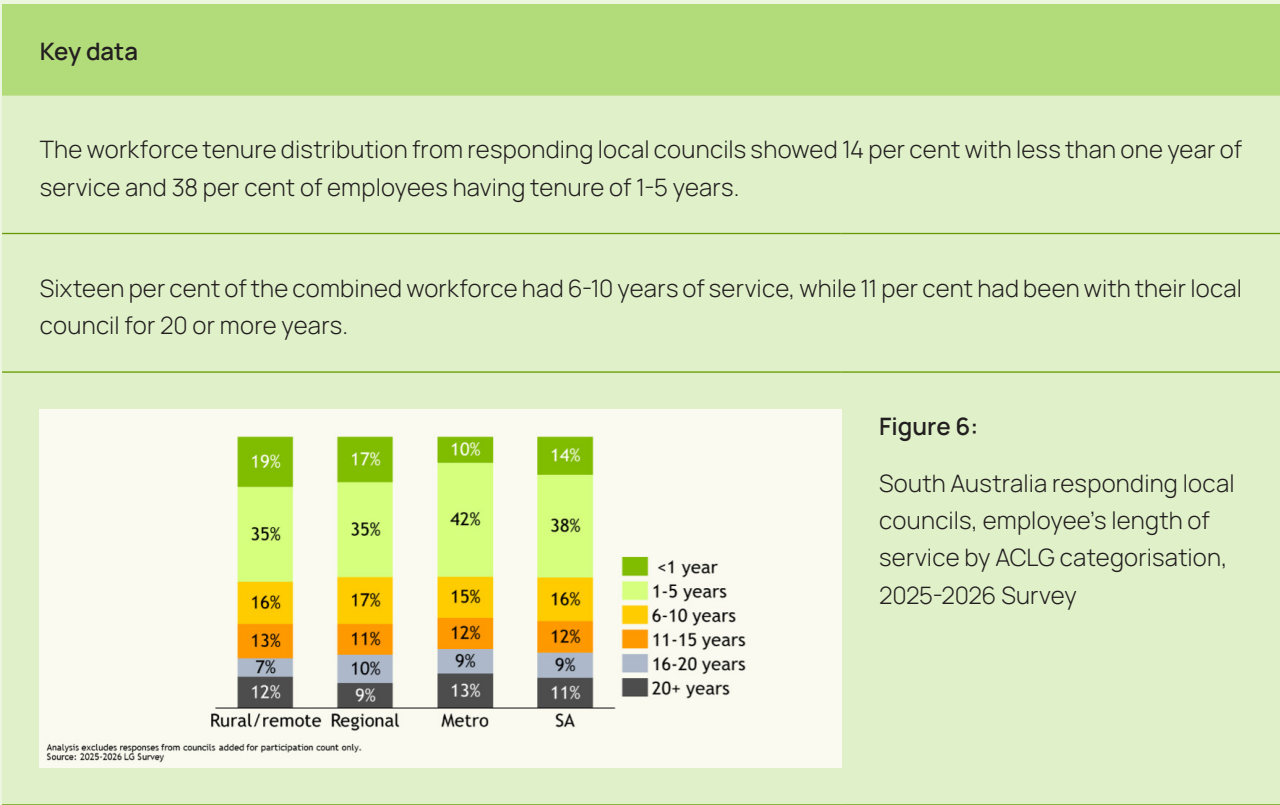
ACLG Categorisation	15-19 years	20-29 years	30-44 years	45-54 years	55-64 years	65+ years
Rural/remote	1%	13%	30%	25%	24%	6%
Regional	1%	16%	38%	22%	20%	4%
Metro	1%	9%	38%	26%	22%	4%
SA	1%	11%	36%	25%	22%	5%

Analysis excludes responses from councils added for participation count only. Age profile derived from Professional & Administrative and Operational & Trade age distributions, representing the closest available proxy for a whole-of-workforce split.
Source: 2025-2026 LG Survey

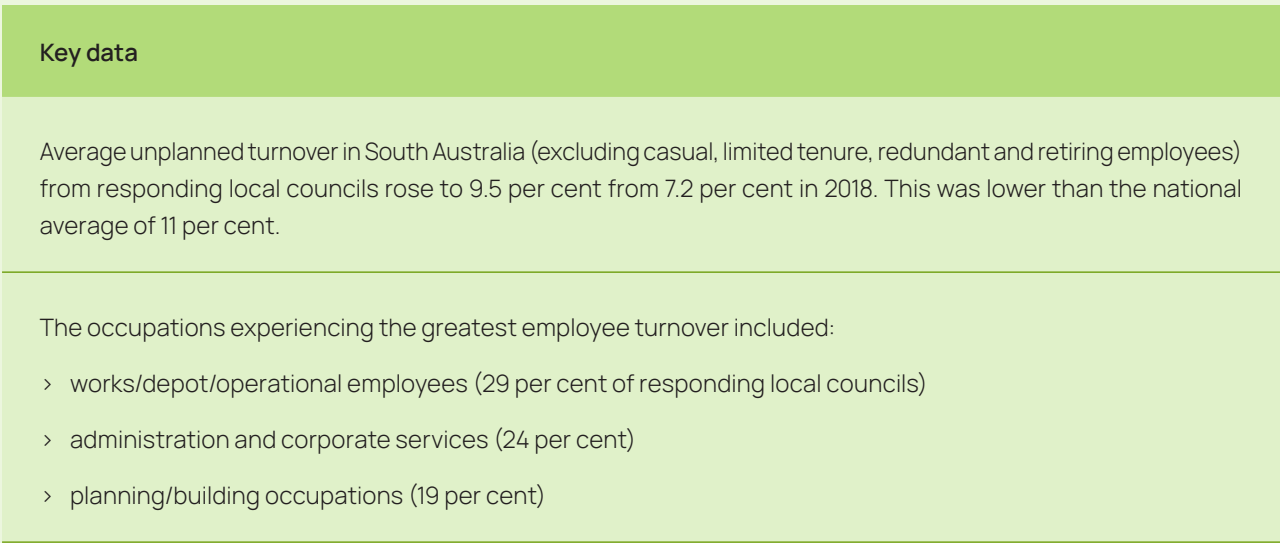
Figure 5:

South Australia responding local councils, age profile by ACLG categorisation, 2025-2026 Survey

2.1.6 Employee length of service



2.1.7 Employment turnover



2.2 Skills Audit and Assessment

Key Findings:

Local councils are managing shortages in relation to are occupation-specific and transferrable skills while interpersonal skills are becoming increasingly important. Individuals working in technical occupations excel in the technical skills but do not always have the interpersonal skills or behavioural traits to effectively navigate complexity. This is exacerbated when some are promoted into supervisory or leadership positions to retain technical expertise but having limited leadership capability.

2.2.1 Skills landscape

The current skills landscape identifies the breadth of skills utilised within Local Government based on a thematic analysis of data collection from the Critical Occupations and Skills workshops in each State and Territory. Workshop participants consistently described local council workforce skills as three broad tiers, as shown below:

Interpersonal skills	Transferable professional skills	Occupation-specific skills
These skills enhance interaction, collaboration and relationship-building, focusing on communication and social dynamics. These skills are crucial for teamwork, stakeholder engagement, people management and customer service.	Broad, role-independent capabilities that enable effective work across different functions, departments or industries. These skills are practical and task-oriented, focusing on how work gets done.	Technical or specialised abilities required to perform tasks unique to a specific job or profession. These skills are role-dependent and often linked to formal training, certifications or regulatory requirements.

This thematic analysis identifies the consistent skills clusters that were repeated regardless of different occupations and local contexts and aligns these to the three broad tiers identified above:

Tier	Skills Theme	Specific skill types	
Interpersonal Skills	Communication	› Professional communication (written and verbal) › Report and technical writing › Public Speaking › Social media	› Presentation skills › Stakeholder engagement, management and consultation › Relationship building and management
	Customer and community focus	› Customer service › Community consultation and education	› Cultural awareness and competency › Interpretation
	Leadership, people management and mentoring	› People leadership and management	› Team leadership
Transferrable Professional Skills	Organisation and workflow	› Digital literacy › Time management	› Prioritisation and planning › Record keeping
	Project planning and time management	› Project management	› Planning and scheduling
	Problem Solving, critical thinking and analysis	› Political acumen › Strategic thinking › Problem solving › Critical thinking › Research and data analysis	› Attention to detail › Innovation › Business intelligence › Ethical reasoning

Tier	Skills Theme	Specific skill types	
Transferrable Professional Skills	Conflict management and enforcement	› Conflict resolution › Negotiation	› De-escalation › Investigation and reporting
	Change management and transformation	› Change management	
Occupation Specific Skills	Environmental sustainability	› Environmental awareness	› Climate adaptation
	Digital and technology systems	› Digital / IT systems & software competency › Artificial Intelligence	› Cyber
	Risk and safety	› Risk assessment › Risk management and mitigation	› Workplace health and safety › Temporary traffic management
	Legislation, regulation and governance	› Legislation and regulation interpretation › Audit and compliance	› Corporate governance
	Finance and procurement	› Financial management › Budgeting	› Financial planning › Grant writing

Tier	Skills Theme	Specific skill types	
Occupation Specific Skills	Technical skills	> Animal handling > First aid > Native title > Arboriculture > Work safely at heights > High Risk Work Licence\ > Working safely near live-electrical apparatus as a non-electrical worker	> Visual tree assessments > Excavation > Turf management > Irrigation > Global Distributions System > Water flow

2.2.2 Occupational shortages

Sixteen local councils (76 per cent) reported experiencing occupational shortages in 2024-2025, indicating that occupational shortages were not isolated issues but represented a systemic workforce challenge. Urban/town planners and engineers were reported as in shortage by an increasing share of local councils since 2018. In the operational and trade-based occupations, shortages were concentrated in supervisory and specialist technical positions rather than general trades.

The most common occupational shortages across South Australian responding local councils were evident in the 'professional and technical' and 'operational and trade' categories.

Table 1: South Australia responding local councils, top occupational shortages, 2025-2026 Survey

Category	Occupation	# Responding local governments	% Responding local governments (n=21)
Professional and Technical	Urban/Town Planners	8	38.1%
	Engineers	7	33.3%
	Building Surveyors	6	28.6%
	WHS Professionals	5	23.8%
	ICT Technicians	5	23.8%
	Accountants	4	19.0%
	Environmental Health Officers	4	19.0%
	Governance/Risk Managers	4	19.0%
	Engineering Technicians	3	14.3%
	Building Surveying Technicians	3	14.3%
Operational and Trade	IT/ICT Technicians	5	23.8%
	Supervisors/Team Leaders	3	14.3%
	Labourers	3	14.3%
	Trades - Horticultural	3	14.3%
	Trades - Mechanical	2	9.5%
	Wastewater/Sewerage Operator	2	9.5%
	Trades - Construction	2	9.5%
	Customer Service	2	9.5%
	Trades - Plumber	1	4.8%
	Water Treatment Operator	1	4.8%

Some local councils reported recruiting for less qualified applicants to mitigate shortages for urban/town planners, engineers and ICT technicians. For example, an engineering technician, holding a diploma qualification was able to fulfill most engineering related tasks under the oversight of a fully qualified engineer.

2.2.3 Drivers of occupational shortages

Inability to compete with market remuneration and geographical location were identified as the most significant drivers of occupational shortages.

Table 2: South Australia responding local councils, drivers of occupational shortages, 2025-2026 Survey

Driver of skills shortages	% local governments responding (n=21)
Uncompetitive salaries/remuneration	52%
Regional/rural/remote location	48%
Other	38%
Lack of housing/accommodation	14%
Competition from other sectors/employers	14%
Industry-wide skill shortages	14%
Insufficient qualifications/training/experience	5%
Ageing workforce/population decline	5%

Based on ACLG categorisation, the following themes emerged:

Rural/remote local

councils: Rural and remote location was the primary barrier (36 per cent of responses), compounded by competition from the private sector (23 per cent). Geographic location also contributed to housing shortages for local council workers.

Regional local councils:

Geographic location and competition from private sector employers were the principle drivers of occupational shortages. However, increasing occupation diversity and complexity also created additional demands on limited talent pools.

Metropolitan local

councils: Salary competitiveness was the primary constraint (36 per cent), with local councils unable to match private sector wages.

2.2.4 Vacancies

Across responding local councils, 62 per cent (n=13) noted understaffing challenges, with average vacancy rates of 5.1 per cent. Understaffing was noted at a similar rate across all ACLG categorisations.



Eighty-one per cent (n=17) of local councils reported filling vacancies within one to three months, across both professional and administrative occupations and operational and trade occupations.

However, around 20 per cent (n=4) of local councils experienced extended recruitment timeframes with vacancies taking at least three months to fill.

2.2.5 Strategies to address occupational shortages and skills gaps

Local councils identified the following strategies to fill occupational gaps:

Reskilled or upskilled existing employees
Use of advertising and social media platforms
Engaged external recruitment agencies
Sought candidates through graduate pathways
Reported using contingent employees

Local councils identified the following to address skills gaps, by:

Offering informal on-the-job training
Providing targeted training courses
Offering coaching and mentoring
Allowing employees to act in higher positions or cross into other occupations to develop internal capability while filling immediate gaps
Facilitating secondments or exchanges to other workplaces
Engaging contractors to supplement internal capability

2.2.6 Service and resource sharing

Fifteen local councils (71 per cent) stated that they undertook service or resource sharing with other local councils. Analysis of the responses found shared arrangements across diverse functions using different models:

Regulatory and professional services including environmental health capability, work health and safety, climate services, planning and development support, and governance functions through temporary officer arrangements.

Operational services and infrastructure including arrangements for sharing depot facilities, dog pound services, procurement functions, irrigation management, and waste and recycling services.

Community and social services including library staffing through shared casual pools, sport and recreation programs, arts initiatives, preventative health services, community aged care, immunisation programs, and study hub partnerships.

2.3 Training Needs and Challenges

Key Findings:

Local councils want VET to be more efficient, accessible, and better align with the skill requirements of local council occupations. VET is crucial for providing mandatory qualifications and is the most relevant pathway for technical occupations. However, local councils are supplementing VET with non-accredited training to meet unmet training needs for interpersonal and transferable professional skills.

2.3.1 Training needs

Training needs identified by responding local councils in 2025-26 focussed on people-management and organisational capabilities required to operate in complex environments. This is reflective of local councils primarily allocating training budgets to mandatory training required to undertake certain occupations. Training needs not met in South Australia decreased to 24 per cent (n=5) in 2025-26 from 29 per cent in 2018, which is lower than other jurisdictions. Specific training needs that were not met are shown in descending order in Figure 7 below.

Figure 7: South Australia responding local councils, unmet training needs, 2025-2026 Survey



Relative to 2018, drivers of training needs not met in 2025-26 shifted away from geographic access and local delivery barriers toward time and budgetary constraints.

Table 3: South Australia responding local councils, Drivers of unmet training needs, 2025-2026 Survey

Driver of unmet training need	% local governments responding (n=21)
Council budget is insufficient for this training	14%
Employees haven't had time to attend training	14%
Lack of time to organise training	14%
Mandatory training consuming the entire training budget	10%
Travel cost of sending staff away to attend training is too high	5%
Unable to source training programs with relevant content	5%
Lack of support from managers/supervisors to send staff on training courses	5%

2.3.2 Training expenditure

While most local councils saw consistent levels of investment in training, the following pressures were identified:

Pressures				
Rising training costs driven by expanded mandatory training requirements and broader cost increases, particularly in remote contexts.				
Internal upskilling offset recruitment gaps but required local councils to invest more in developing existing employee capability.				
Digital delivery supported efficiency with some local councils developing online training content to manage cost, access, and delivery constraints.				
Table 4: South Australia responding local councils, change in training expenditure by ACLG, 2025-2026 Survey.				
Change in training expenditure	Rural	Regional	Metro	SA
Decreased	0 (0%)	1 (17%)	1 (17%)	2 (10%)
Increased	2 (22%)	2 (33%)	1 (17%)	5 (24%)
Remained the same	7 (78%)	3 (50%)	4 (67%)	14 (67%)
Total	9	6	6	21

2.3.3 Preferred delivery mode

Blended learning (76 per cent) was the preferred training delivery mode across responding local councils. Preference for blended learning was strongest among rural/remote and regional local councils, reflecting the practicality of combining in-person and flexible delivery in geographically spread local councils.

2.3.4 Training delivery challenges

Out of 21 responding local councils, 17 identified challenges affecting training delivery overall, with additional constraints specific to in-person delivery.

Cross-cutting training delivery challenges:

Staff availability, workloads, scheduling pressures, competing work priorities, limited participation in training

Budget constraints, rising training costs, expense of releasing employees for training, reduced uptake

Challenges ensuring training reached the right audience at the right time, last-minute training cancellations

Challenges specific to in-person delivery:

Distance from Adelaide, travel time, accommodation, and venue costs significantly increased the cost of face-to-face training

Limited course availability for specialist and face-to-face training particularly for niche capability areas

Small employee numbers are challenging to form viable cohorts for local delivery, while sending individual employees to external courses is often cost-prohibitive

2.3.5 First Nations training and development

Two metropolitan local councils (10 per cent) reported undertaking joint training with Aboriginal Community Controlled Organisations (ACCOS). Engagement with Kuma Kaaru Cultural Services, Taundi and Jindu was noted to have improved organisational culture.

2.3.6 Uptake of the Local Government Training Package

The LGATP superseded the LGA04 in February 2021. This reduced the Local Government Training Package from 37 qualifications to five. The five qualifications are as follows:

- > Certificate II in Local Government
- > Certificate III in Local Government
- > Certificate IV in Local Government
- > Diploma of Local Government
- > Diploma of Local Government - Elected Member

Of these qualifications, only three are being utilised with enrolment and completion data provided in Figures 8 – 10 below.

Figure 8: LGATP Certificate III, Enrolments and Completions, 2019-2024

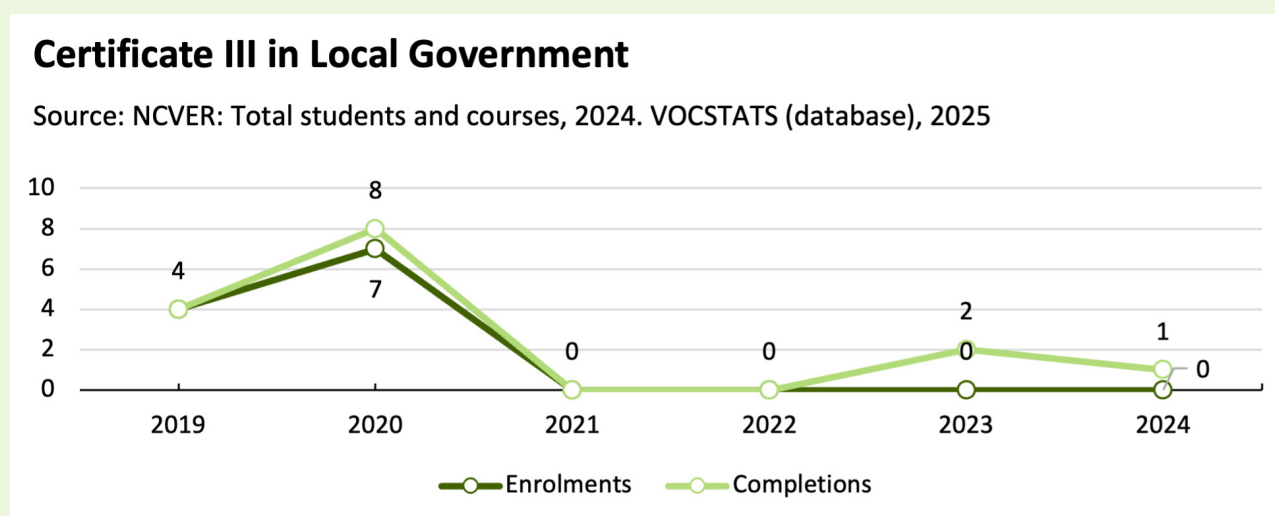


Figure 9: LGATP Certificate IV, Enrolments and Completions, 2019-2024

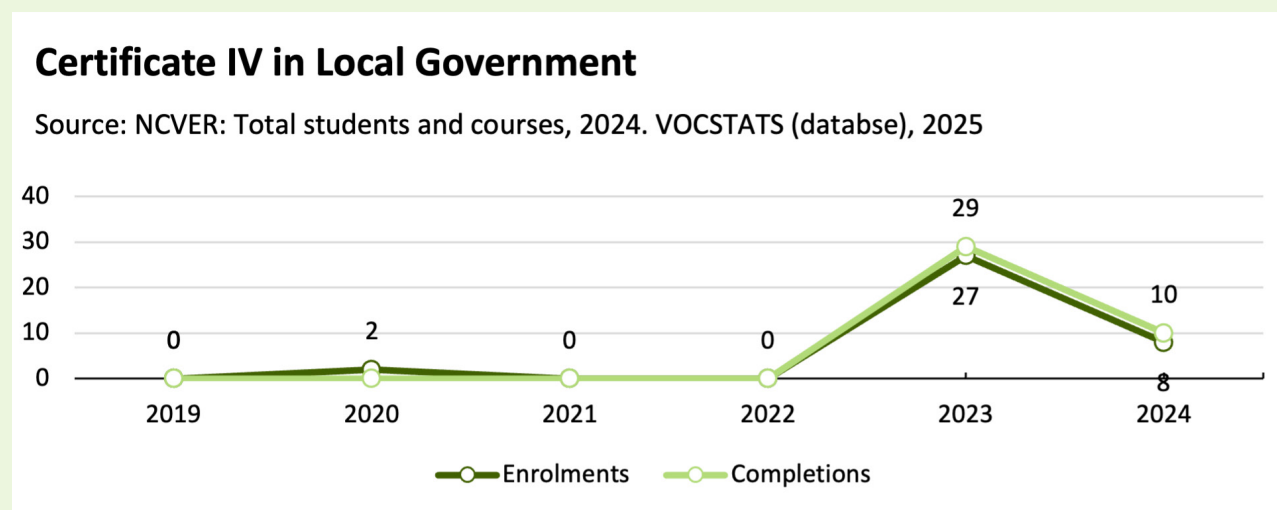
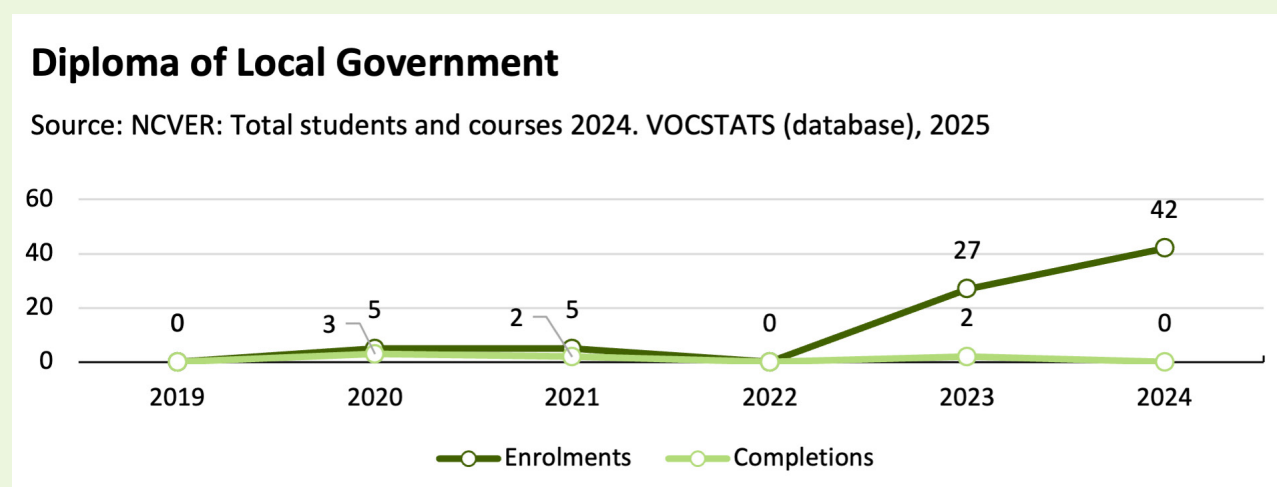


Figure 10: LGATP Diploma of Local Government, Enrolments and Completions, 2019-2024



A further breakdown by Unit of Competency (UoC) is provided at Table 5. UoCs are focused on core Local Government functions, such as working in Local Government, rates administration and community consultation and engagement. Overall, the training package is intended to support work-related training, rather than act primarily as a recruitment pathway into the approximately 400 occupations within Local Government.

Table 5: Units of Competency enrolments 2022 to 2024

Units of Competency	Enrolments		
	2022	2023	2024
LGACOR001 - Work in local government	0	31	31
LGAPLA001 - Interpret and apply development planning legislation, schemes and instruments	0	0	18
LGAPLA005 - Protect heritage and cultural assets	0	0	14
LGAREG002 - Provide evidence in court	0	28	5
LGACOR002 - Administer rates	0	1	4
LGAREG001 - Implement parking controls	0	25	0
LGAREG003 - Manage conflict situations in a regulatory environment	0	27	0
TOTALS	0	112	72

2.3.7 Intake of apprentices and/or trainees

More than half of local councils reported inadequate trainee/apprentice intake. Forty-eight per cent (n=10) and 57 per cent (n=12) of responding local councils reported that this intake did not meet future skilling needs. Barriers included:

High workload demands mean many occupations required experienced employees who could operate effectively from commencement. This limited the ability to employ early-career employees requiring sustained supervision/ development. Small workforce size also constrained time and attention required to dedicate to trainees.	Insufficient internal capacity to supervise and support trainees and apprentices, alongside the administrative burden associated with directly employing trainees. While group training organisations could reduce administration, this introduced additional financial cost.	Challenges attracting suitable applicants, with some local councils reporting repeated recruitment attempts that yielded no applicants for traineeship positions.
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2.3.8 Engagement with State and Federal Government initiatives

Engagement with government workforce programs was high, with 86 per cent of local councils (n=18) accessing state or federal education, training, or workforce development initiatives through traineeships, apprenticeships, cadetships, professional development, and continuing education programs.

Formal upskilling of existing workers through accredited registered training organisations.	SA Public Sector Disability Employment Strategy (Disability Apprenticeship).	Department of Human Services Disability Access and Inclusion Plan.
LG Professionals SA, Ignite Program.		Construction Industry Training Board's mature age apprenticeships, horticulture and construction traineeships.

2.4 Future Workforce Outlook

Key Findings:

Local councils anticipate growth in digital transformation, cybersecurity, AI, sustainability and regulatory capability into the future. This coupled with continued increases in the complexity surrounding service provision will have future flow on implications for occupations, skills and training.

2.4.1 Emerging occupational shortages

The occupations expected to face future shortages were largely consistent with 2018 forecasts, and includes engineers, ICT occupations, urban/town planners, and environmental health officers.

Notably, WHS professionals, governance/risk managers and truck drivers were newly identified future pressure points. Table 6 below details the full range of critical future shortages.

Table 6: South Australia responding local councils, occupational shortages in the future, 2025-2026 Survey

Category	Occupation	# Responding local governments	% Responding local governments (n=21)
Professional and Technical	Urban/Town Planners	8	38.1%
	WHS Professionals	7	33.3%
	ICT Technicians	7	33.3%
	Accountants	6	28.6%
	Building Surveyors	6	28.6%
	Engineers	5	23.8%
	Governance/Risk Managers	5	23.8%
	Environmental Health Officers	5	23.8%

Category	Occupation	# Responding local governments	% Responding local governments (n=21)
Professional and Technical	ICT Professionals	4	19.0%
	Project Managers	3	14.3%
Operational and Trade	IT/ICT Technicians	5	23.8%
	Supervisors/Team Leaders	2	9.5%
	Trades - Mechanical	2	9.5%
	Labourers	2	9.5%
	Wastewater/Sewerage Operator	2	9.5%
	Truck Drivers	2	9.5%
	Customer Service	2	9.5%
	Accounts/Payroll Clerk	2	9.5%
	Trades - Plumber	1	4.8%
	Water Treatment Operator	1	4.8%

2.4.2 Factors impacting future skilling needs

Factors impacting future skilling needs are mostly consistent with those identified in 2018 and 2022.

Table 7: South Australia responding local councils, factors impacting future skilling needs, 2025-2026 Survey

Factor	# Responding local governments	% Responding local governments (n=21)
Increasing community needs and expectations	20	95%
Major council or external infrastructure projects	16	76%
Growth in local government area	15	71%
Technological change including AI	15	71%
Generational workforce changes	14	67%
Changes in government funding levels	13	62%
Increasing levels of governance and compliance	13	62%
Climate change	7	33%
Other	3	14%

2.4.3 Future occupational analysis

In 2025-26, 24 per cent of responding local councils reported undertaking analysis of future occupations, doubling the reported percentage from 2018.

This suggest that despite recognising the importance of workforce planning, many local councils continued to face capacity constraints in conducting formal workforce analysis.

2.4.4 New occupations expected to emerge

Fifty-eight per cent (n=12) responding local councils identified new occupations expected to emerge over the next three years, revealing the following themes:

WHS, psychosocial and HR resource expansion is anticipated due to increasing workforce regulatory complexity and mental health and workplace wellbeing requirements beyond traditional safety compliance.		
Technology and digital occupations including AI specialists and managers, digital transformation leads, technology systems development, IT specialists and multi-skilled workers utilising AI represented the dominant expected future need.	Dedicated cybersecurity occupations are expected to emerge as local councils' face increasing cyber threats and regulatory compliance requirements for data protection and system security.	Climate change specialists, and environmental sustainability occupations reflect a growing focus on climate adaptation, emissions reduction and environmental compliance as regulatory requirements intensified.
Risk specialists, growth, and strategy occupations, social planning specialists and industrial relations specialists indicate increasing complexity in governance, planning and stakeholder management requiring capability.		

2.4.5 External pressures on workforce attraction and retention

Responding local councils noted the following external pressures ranked by impact:

Housing pressures Significant impact in regional centres and rural communities where housing shortage and affordability created barriers to recruitment that could not be addresses through employment strategies alone.	Long term funding certainty Reflects concerns about maintaining workforce levels in uncertain fiscal environments.	Community hostility Customer behaviour is impacting employee well-being and mental ill health, which subsequently may impact retention.
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2.4.6 Addressing future skill needs

The following comment was elicited when asked what would help their local council meet future skill needs. In response the following themes were identified:

Funding and financial support including increased competitive remuneration and benefits, and degree-based apprenticeships, recognising that many workforce challenges cannot be addressed within existing revenue bases.

Improved access to training and education including availability of local training for professionals and stronger partnerships with TAFEs and universities.

Improved coordination including cross-local council collaboration, local government advisory services and improved knowledge sharing.

Workforce planning & development incl. succession planning, leadership development and training. Build sustainable talent pipelines, reduce reliance on external recruitment.

Enhanced employment value including promotion as employer of choice, clearer career pathways, values-based messaging, flexible work and wellbeing programs.

To address these themes, the following strategies were identified for potential use by local councils:

86 per cent	62 per cent	48 per cent	48 per cent	14 per cent
Flexible training and development approaches.	Targeted training programs.	Improving access to educational opportunities for employees.	Building industry partnerships.	Sharing resource arrangements.

Qualitative Results

3.1 Workshop Introduction

Across September and October 2025, a series of Local Government Skills Audit workshops were undertaken involving representatives from 12 local councils in South Australia.

This section provides an overview of the insights from these workshops, capturing both the shared and unique experiences of local councils in different settings. In South Australia, workshops were held in:

Workshop Location	Date	Participating Local councils
Whyalla	22 September 2025	1. City of Port Lincoln 2. Lower Eyre Local council 3. Whyalla City Local council
Adelaide	24 September 2025	4. The Barossa Local council 5. City of Holdfast Bay 6. City of Marion 7. City of Port Adelaide Enfield 8. City of Prospect 9. City of West Torrens
Online	30 October 2025	10. Copper Coast Local council 11. City of Tea Tree Gully 12. City of Salisbury

Workshops involved four sessions, exploring the themes identified (giving rise to findings and insights):

**Service Delivery
Context**

**Occupational
Shortages and
Skills Gaps**

**Training Needs
and Challenges**

**Future Workforce
Outlook**

3.2 Service Delivery Context

This session focused on identifying workforce challenges and service delivery shifts across councils. Participants worked in small groups to explore how these challenges vary by location and size. Through focused discussions, council employees examined which services are most impacted by occupations and skills gaps, how these services are evolving and what skills and knowledge are becoming more important. This section summarises the key insights that emerged from those conversations.

Local council's work is evolving in response to community, environmental and financial pressures.

The following pressures were discussed regarding their impact on service delivery. Participants observed that these pressures may lead to increased expectations on employees, impacting their health and well-being. This is at times amplified in regional areas, where employees take on portfolio occupations and spend significant time travelling to deliver services.

Population growth:	Front-line employee challenges:	Funding pressures:
Regional local councils, including Copper Coast, Whyalla, and Murray Bridge, expect significant population increases in the coming decade. This growth presents both opportunities and challenges, requiring local councils to expand and adapt infrastructure, services, and workforce capabilities to meet the evolving needs of a larger population.	The complexity of community needs and challenging working conditions make service delivery difficult, with front-line employees, such as librarians, often assisting with tasks like Centrelink paperwork or supporting individuals with mental health and alcohol issues.	As a result of financial pressures, local councils lack sufficient funds to pursue strategic initiatives. To address these challenges, some local councils are exploring new revenue streams, such as purchasing local businesses like function centres, and actively reviewing their services to adapt to evolving financial pressures.

Digital services: Digital transformation is accelerating, with local councils investing in both internal occupations (like cybersecurity and process management) and external-facing innovations (such as AI-powered online assistants) to improve service accessibility and responsiveness. Regional local councils have less capacity to invest in digital transformation as their IT resource is usually one person who has a breadth of responsibilities, and their budgets have less room to invest in strategic projects. This challenge is exacerbated by reliance on legacy technology systems, which are more costly to upgrade.	Changing societal dynamics: Local councils are encountering complex societal issues such as housing shortages, increased homelessness, cost-of-living pressures, and community expectations. They are also assuming responsibilities traditionally handled by not-for-profit organisations. This shift includes providing child and aged care, youth engagement, and disability support.
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Specialist technical services and community-facing services are challenging to deliver due to occupation or skills gaps.

The services most challenging to deliver due to occupation or skills gaps can be grouped into two categories:

Specialist technical services: Which includes planners and building inspectors, engineers, and outdoor trades such as arboriculture and mechanics. The combination of lower compensation and less competitive salary and working conditions makes it difficult to attract and retain qualified candidates, particularly in regional locations where the talent pool is limited.	Community-facing services: Which includes frontline customer service, childcare, libraries, community centres, and First Nations support services. These occupations encompass a broad range of responsibilities which are complicated by increasing community expectations, and challenging public interactions and working conditions, contributing to burnout and turnover.
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3.3 Skills Audit and Assessment

The second workshop session focused on identifying the occupations most critical for delivering council services both now and in the future. Through small-group discussions, participants identified and debated up to ten priority occupations, drawing on shared experiences of service delivery, workforce pressures and future readiness. These conversations revealed common challenges, emerging occupation types and the diversity of occupation needs across council types and regions.

Priority occupations varied by local council based on local concerns, with a clear geographical split based on the occupation type.

The priority occupations for recruitment identified by participants are classified into four categories:

Community-focused occupations:

These occupations underscore the occupation of local government as a community builder and frontline provider of local needs, regardless of a local council's size or location. They include occupations such as community development officers, community safety officers, event managers, sports and recreation officers, and First Nations support officers.

Technical and regulatory occupations:

Primarily emphasised by metropolitan local councils and surrounds, these occupations highlight the role that local government has in planning and regulating growth, ensuring a strong liveability and environmental sustainability in increasingly densely populated suburbs. Occupations include traffic engineers, civil engineers, arboriculturists, environmental health officers, planning and building officers, building surveyors, project managers, and mechanics.

Internal service operations occupations:

Local councils, both metropolitan and regional, prioritise these occupations to sustain Local Government service delivery, encompassing positions such as accountants, WHS officers, ICT managers, governance officers, human resources, and cybersecurity officers.

External service delivery occupations:

Prioritised by regional local councils, include concreting, mechanics, cemetery workers, alongside childcare teachers, and managers. With fewer external providers of essential services in the regions, local councils are required to step up to deliver these services.

While participants highlighted community-focused occupations as a priority, technical and regulatory occupations were identified as more critical for metropolitan local councils across Adelaide. Essential service delivery occupations were prioritised by regional local councils at the Whyalla workshop. Key occupations in each category are shown below. Frequently cited critical occupations are captured in Table 8 below, set out across the three categories.

Table 8: Critical occupations identified across workshops

Role	Frequency
1. Civil Engineer/Operations	6
2. Arborist	5
3. Project Manager/Business Analyst	5
4. Building Surveyor/Officers	5
5. Community Safety Officer	4
6. Community Development Officer	4
7. Environmental Health Officer	4
8. Planning and Development Officers	4
9. Mechanics (including diesel)	4
10. Governance Officer	4

Technical and regulatory occupations are important and hardest to fill.

Participants categorised almost all technical and regulatory occupations, including planning officers, civil engineers, building surveyors, arborists, environmental health officers, and governance employees, as highly important now and in the future.

Participants noted that:

They are essential for various critical functions, with technically proficient planning officers ensuring infrastructure needs are met, environmental health officers maintain public health standards, and civil engineers upholding regulatory standards.	These positions are consistently challenging to fill due to recruitment challenges such as intense wage competition from large global companies that offer above-market salaries. Additionally, the small talent pool in regional communities and housing pressures contribute to these difficulties. Many local councils resort to using labour hire to fill gaps, especially for outdoor and field officers, although this option is costly.
Continuous environmental and digital changes are increasing demand for employees with specialised skills. Recruiting personnel with expertise in climate or AI adoption proves challenging due to limited availability.	Misconceptions about the occupation exist among candidates that some positions, for example arborists, demand specific qualifications upfront. In contrast, local councils often hire suitable candidates and offer the necessary training and qualifications once employment begins.

3.4 Training Needs and Challenges

This session explored how well current training pathways support priority occupations and skills. Using a workshop survey tool and group discussions, participants assessed the relevance of Vocational Education and Training (VET), higher education and non-accredited training.⁶ They identified barriers to VET participation and shared perspectives on accessibility, efficiency and quality.

VET is the most relevant pathway for technical occupations with opportunity to broaden its focus to professional development.

Participants identified the following themes in relation to the different types of training:

VET is crucial for providing mandatory qualifications: Local councils identified occupations in horticulture and building require employees to hold relevant Certificates or Diplomas, such as the <i>Certificate IV in Horticulture</i> , and <i>Certificate IV in Building and Construction</i> , respectively. In some cases, employees already have received these qualifications before starting, but some local councils hired individuals without qualifications then supported them to receive the relevant VET qualification.		
Some local councils use VET to upskill employees in technical or leadership skills: While not common, some participants noted that the use of the VET system to develop employee's capability. One metropolitan local council remarked that they have made significant investments in employees completing leadership courses.	Purpose of non-accredited training: Non-accredited training is used to meet non-mandatory requirements, such as to fill gaps in soft skills like communication, self-awareness, and leadership, and provide internal compliance training.	Occupation of higher education: While higher education is critical for some specialised professional occupations, such as town planners, accountants, and engineers, it is broadly less relevant across Local Government in South Australia.

6 This report refers to Vocational Education and Training (VET), non-accredited training, and higher education (HE). Where these terms are used, they are to be understood to refer to the following: VET - units of competencies and qualifications contained in Training Packages used within the VET sector delivered through Registered Training Organisations and TAFEs (Technical and Furter Education); Non-accredited training - training that is not aligned to VET units of competencies or qualifications; and HE - education delivered by universities and other similar institutions.

VET can be more efficient, accessible, and better align with occupation needs.

Participants identified a series of strategies to improve relevance and quality of VET for South Australia Local Governments workforce planning, including:

Need for training that directly matches occupation requirements:

Several participants identified a lack of alignment between available training and the actual occupational and skill requirements of local council occupations. To address gaps, some local councils have turned to non-accredited training, finding these options more relevant and effective for their immediate skill needs.

Difficulty accessing training in regional areas:

Participants noted significant challenges in accessing in-person training and qualified trainers in regional locations. Participants commented that the amalgamation of TAFE South Australia into a single entity led to significant regional employee losses and course consolidation, limiting in-person training options available to regional local councils.

Complex and time-consuming enrolment process:

Several participants highlighted that enrolling someone in a course is unnecessarily complicated and confusing. The process often requires coordinating with multiple people and navigating challenging system access.

Concerns about quality and consistency of private RTOs:

Some participants expressed concerns about the reputation and consistency of VET, specifically regarding private RTOs. The quality of training from private providers was described as inconsistent, leading to suggestions for an approved RTO list.

3.5 Future Workforce Outlook

This session focused on determining the skills required both now and in the future. Participants worked in groups to discuss evolving skill requirements and to build shared understanding across LGAs. These conversations highlighted shifts in capability needs, emerging skill gaps and regional variations in workforce priorities. The following sections summarise the key insights and implications that emerged from these discussions.

Skills demand occurs across three ‘tiers’.

Participants consistently described local council workforce skills falling into three broad tiers, as shown below (while noting that some overlap exists between these categories):

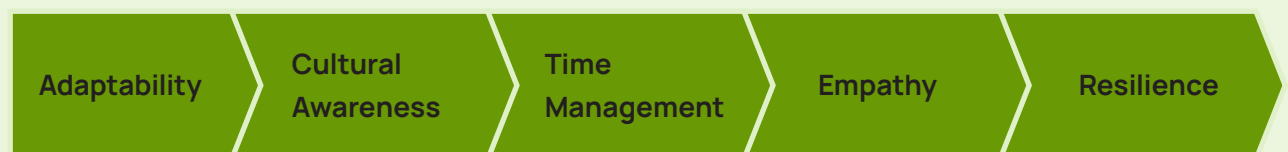
Occupation-specific skills: Technical or specialised abilities required to perform tasks unique to a specific occupation or profession. <i>These skills are occupation-dependent and often linked to formal training, certifications, or regulatory requirements.</i>	Transferable professional skills: Broad, occupation-independent capabilities that enable effective work across different functions, departments, or industries. <i>These skills are practical and task-oriented, focusing on how work gets done.</i>	Interpersonal skills: These skills enhance interaction, collaboration, and relationship-building, focusing on communication and social dynamics. <i>These skills are crucial for teamwork, stakeholder engagement, people management, and customer service.</i>
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Table 9: Skills most in demand by category across South Australia local councils

Occupation-specific skills	Transferable Professional Skills	Interpersonal Skills
> Artificial intelligence > Climate and environmental expertise (including Biodiversity Sensitive Urban Design) > Engineering design > Legislation and regulatory knowledge > Planning processes > WHS compliance	> Digital literacy > Project and change management > Report writing > Research and data analysis	> Communication > Conflict resolution > Leadership > Stakeholder consultation

Behavioural Traits:

There was considerable discussion across the Workshops on a fourth tier relating to behavioural traits, personal qualities, aptitudes, mindsets, and behavioural tendencies that influence how people approach work and interact with others. In the South Australian context, the traits highlighted included:



Current skill needs are occupation-specific and transferrable, however interpersonal, and behavioural traits are becoming increasingly important.

Current skill needs identified across all local councils are largely occupation-specific, or transferrable professional skills.

However, participants placed a strong focus on behavioural traits as necessary future skills. These were supported by participants from both urban and regional local councils, although regional local councils placed more emphasis on occupation-specific and transferrable professional skill gaps.

In summary:

Occupation-specific skills: This remains crucial now and is expected to continue in importance, as participants identified it as vital for local councils to meet infrastructure, safety, and compliance obligations. Such expertise is especially critical for technical and regulatory occupations, including ICT managers, asset managers, planners, and civil engineers, where evolving standards and technologies are reshaping service delivery.

Transferrable professional skills: Consistently emphasised as essential across a broad range of occupations, these skills are necessary for high performance and efficiency, particularly in leadership occupations that require clear communication and people management. Occupations like governance officers and project managers demand a high level of transferable skills to implement advanced consultation and project delivery methods that meet growing community expectations.

Interpersonal skills, particularly leadership: These skills are increasingly deemed essential now and, in the future, especially given rising community expectations, more complex stakeholder engagement and generational workforce changes.

Behavioural traits: These are recognised as increasingly vital for occupation effectiveness as occupations evolve. These traits are crucial for community-facing positions such as community safety officers, childcare workers, and First Nations engagement officers. These occupations require the ability to work under pressure, de-escalate conflicts, and connect with diverse groups.

Staff exhibit varied depth in technical occupation-specific skills, with capability gaps due to evolving demands and workforce shortages

Participants noted that Local Government employees demonstrate occupation-specific and transferrable professional skills, but that the depth and consistency of these skills can vary significantly. Current capabilities and gaps tended to vary by local council and depend on their geographic location.

Participants noted:

Staff excel mostly in technical skills but do not always have the interpersonal skills or behavioural traits to effectively navigate complexity and change into the future.

Examples raised were environmental health officers who demonstrated strengths in data collection and analysis, and community consultation, while project managers were capable communicators and could effectively lead change management. However, employees often had some, but not all, of the required skills, for example conflict management.

Emerging developments in technology and climate change are creating demand for new future-focused skills.

Participants highlighted urgent needs for digital literacy, AI awareness, and adaptability to new systems across a wide range of occupations, including business analysts, cybersecurity officers, and traffic engineers. Technical and regulatory occupations with outdoor components, such as arborists, were identified as requiring climate change awareness and up-to-date environmental science knowledge.

Community-facing occupations are increasingly encountering challenging public interactions.

This is leading to mental health challenges for employees. Although some local councils provide de-escalation training, significant gaps in essential interpersonal skills remain.

Staff across local councils have high capability in occupation-specific skills and transferrable professional skills but face significant systemic workforce challenges from increased competition

Current skill capabilities in regional local councils are characterised by strong transferrable professional skills and interpersonal skills:

Staff consistently demonstrated skills such as conflict resolution, negotiation, and community consultation. Other occupations, such as First Nations engagement officers possess both cultural awareness and native title understanding, underpinning trusted relationships with their local communities.

Occupation-specific skills gaps exist in regions:

Regional local councils have difficulties filling occupations that require accreditation, such as planning and building officers, environmental health officers, and civil engineers, making workforce attraction and retention their most pressing future concern.

Future skill needs in regional local councils are significantly affected by ongoing workforce shortages:

Intense competition for talent from the mining sector, private industry, and employers in Adelaide creates substantial supply challenges, especially given the mandatory qualification requirements for certain occupations.

Appendices

Appendix A: Detailed Methodology

The project was delivered over four phases:

Jurisdictional workshops: in every state and territory from September to November 2025.	Workshop response analysis and reporting: from October to December 2025.	Survey collection: from 24 November 2025 to 30 January 2026.	Survey response analysis and national report: from February to March 2026.
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This Report features a comprehensive qualitative component due to the inclusion of workshop data alongside surveys conducted in prior years. Both the survey data and insights from the workshops were critical to develop a deeper understanding of workforce challenges.

The workshops aimed to provide in-depth qualitative evidence and involved participation from employees responsible for people and culture, as well as learning and development, within their local councils. The workshops had three key objectives:

OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3
To understand the services that local councils provide and how these are changing across different regions and sectors.	To explore the current and future occupations, jobs and skills needs of LGAs and how they vary by location and LGA size.	To seek input on the relevance and responsiveness of current training to these needs and consider alternative responses and pathways.

The 2025–2026 survey forms part of a longitudinal series, with previous iterations conducted in 2018 and 2022, with minor updates made over time. In August 2025, Public Skills Australia and ALGA agreed to jointly support the design, delivery and promotion of the Local Government Workforce Skills and Capability Survey (the survey). The survey was hosted on 'Qualtrics', an online survey platform, through which all local councils had the opportunity to participate. Respondents were typically employees responsible for people and culture and learning and development, with input from other local council employees where relevant.

Survey responses underwent a thorough data-cleaning process prior to analysis. Interpretation of results is guided by the following methodological considerations:

- › The survey data is subject to limitations, particularly for inclusion-related questions, as most questions were optional and responses relied on self-identification, meaning not all local councils provided data for these measures.
- › Percentages are calculated based on responding local councils for each specific question, not total survey participants, unless otherwise stated.
- › Changes since previous years (2018 and 2022) are reported in graphs and tables in percentage points (pp), reflecting absolute shifts in the proportion of local councils and supporting comparison across survey years with different response counts.
- › For most comparisons, 2018 data is used to reflect longitudinal changes and account for COVID-related impacts, while 2022 data is used when 2018 data is unavailable. In some cases, new questions introduced this year prevent immediate comparisons.
- › Workforce statistics are reported as employee headcount (Q3) unless otherwise specified.
- › Vacancy rates are calculated as a percentage of total employees and council-level percentages are rounded to whole numbers.
- › The survey was conducted between November 2025 and February 2026, capturing workforce data as of June 2025 (FY2024-25) alongside forward-looking assessments for 2025-2026. This timing enables local councils to reflect on completed recruitment and training cycles while planning for the year ahead.

Appendix B: Terms

For consistency and clarity in interpreting the survey results, the following definitions have been adopted in this report:

Term	Description		
Geographical classification	Multiple systems exist to classify whether a Local Government Area (LGA) is rural/remote, regional or metropolitan, and councils often span multiple boundaries. The Australian Council of Local Government (ACLG) categorises local councils into 22 groups based on socioeconomic characteristics and their capacity to deliver diverse services to the community. We have adopted three categories from these ACLG groups:		
	<table><tr><td>Rural/remote: Local councils servicing populations across very small to large population categories, including councils classified as remote.</td><td>Regional: Non-metropolitan local councils with primary urban centres located in regional areas.</td><td>Metropolitan: Local councils located within capital city metropolitan areas, including inner city, established suburban and outer-metropolitan or urban-fringe local government areas.</td></tr></table>	Rural/remote: Local councils servicing populations across very small to large population categories, including councils classified as remote.	Regional: Non-metropolitan local councils with primary urban centres located in regional areas.
Rural/remote: Local councils servicing populations across very small to large population categories, including councils classified as remote.	Regional: Non-metropolitan local councils with primary urban centres located in regional areas.	Metropolitan: Local councils located within capital city metropolitan areas, including inner city, established suburban and outer-metropolitan or urban-fringe local government areas.	
ACLG classifications	ACLG classifications are likely to have shifted slightly since the 2018 and 2022 survey.		
'Local councils' versus 'Local Government'	In the Australian context, the term ' <i>local council</i> ' refers to the elected arm of council, whereas the term ' <i>Local Government</i> ' refers to the administrative and management arm of council.		

Term	Description
'Occupation' in the context of the survey	Using the Australian and New Zealand Standard Classification of Occupations (ANZSCO) for occupation classification despite the introduction of the Occupation Standard Classification for Australia (OSCA), as ANZSCO allows us to maintain consistency and compare results with previous years. Occupation, as defined by ANZSCO, refers to a set of jobs that share similar tasks and responsibilities, generally requiring comparable skills, knowledge and expertise. ANZSCO groups jobs into occupations based on the type of work performed and the skills required.
'Job' versus 'occupation'	'Job' is used in preference to 'occupation' for workshop reporting since it is more familiar and easier for people to relate to. A job refers to an individual position held by a person, involving specific roles, duties and responsibilities within an organisation. It relates to a person's current employment status. In contrast, an occupation is a broader classification, encompassing a variety of jobs that share similar core characteristics, independent of a particular employer or location.
FTEs	Full time equivalents.
Skills gap	The gap between the skill level of the employee and the skills needed to perform their role description, as intended by their employer.
Skills shortage	A labour shortage that requires the recruitment of more people into the workforce.

Appendix C: Workshop Critical Occupations and Skills Assessment

The table below summarises the list of skills and occupations discussed in workshops.

Skills in *italics* were identified as important for the future Skills gaps are highlighted in **bold**

Job	Skill	
Community-focused Occupations		
Community Safety Officer	Animal handling	Customer service and education
	Conflict resolution	Emergency response
	Investigation and reporting	Time management
	Regulatory and legislation knowledge	Resilience
	Psychosocial hazard awareness	De-escalation
	Legislation and compliance	First aid and mental health training
Community Development Officer	Research and data analysis	Digital literacy
	Communication skills	Planning and execution
	Creativity	Community and stakeholder management
	Enhanced technology skills	Compliance
	Resilience	Compassion
	Cultural awareness	Psychosocial hazard awareness
	Social media knowledge	Diversity, equity, and inclusion
	Budget planning	

Job	Skill	
Events Manager	Communication and collaboration	Agile
	Internal stakeholder engagement	Risk management and mitigation
	<i>Volunteer management</i>	Planning
	Attention to detail	Budget and time management
	Consideration to accessibility and inclusive needs, financial management	<i>Social media</i>
	<i>Financial management</i>	<i>New technology adoption</i>
Childcare Teacher/Manager	Must have correct qualifications	Follows procedures and policy
	Empathetic and supportive	Communication
	Cultural awareness	Local Government awareness
First Nations engagement	Respect for elders	Native title
	IT skills	Communication skills
Sports and Recreation Officer	Interpersonal skills	Project management
	Reading/writing	Budget/finance management
	Conflict resolution	Negotiation skills
	Writing grant applications	Develop and maintain relationships
	Understanding of issues in sport	Qualification in Sports and Recreation
Technical and Regulatory Occupations		
Civil Engineer	Essential qualification	Strong writing skills
	Interpreting plans	Leadership
	Community engagement skills	<i>New innovative ways</i>

Job	Skill	
	<i>Technology</i>	<i>Using and embracing AI</i>
	<i>Sustainability</i>	
Arborist	Certificate III in Arboriculture	Customer service skills
	High Risk Work Licence (EWP)	Work Safely at Heights Certificate
	Temporary Traffic Management (TTM)	Safety focus and awareness
	Working safely near live electrical apparatus as a non-electrical worker	Provision of first aid and CPR
	Undertaking visual tree assessments	Digital skills
	<i>Environmental legislation and impact change</i>	<i>Collaboration</i>
	<i>Communication with community</i>	<i>Small animal care</i>
	<i>Digital literacy and use of systems and apps</i>	<i>Alternative to chemicals</i>
	De-escalation training	Climate change awareness
	Environmental factors	
Field Officer - Irrigation	Certificate III in Irrigation Technology	Planning and prioritisation skills
	Temporary Traffic Management (TTM)	Communication skills
	Excavator operations	Customer service skills
	System repair and maintenance skills	Turf management skills
	IT skills, corporate systems, and technical equipment	

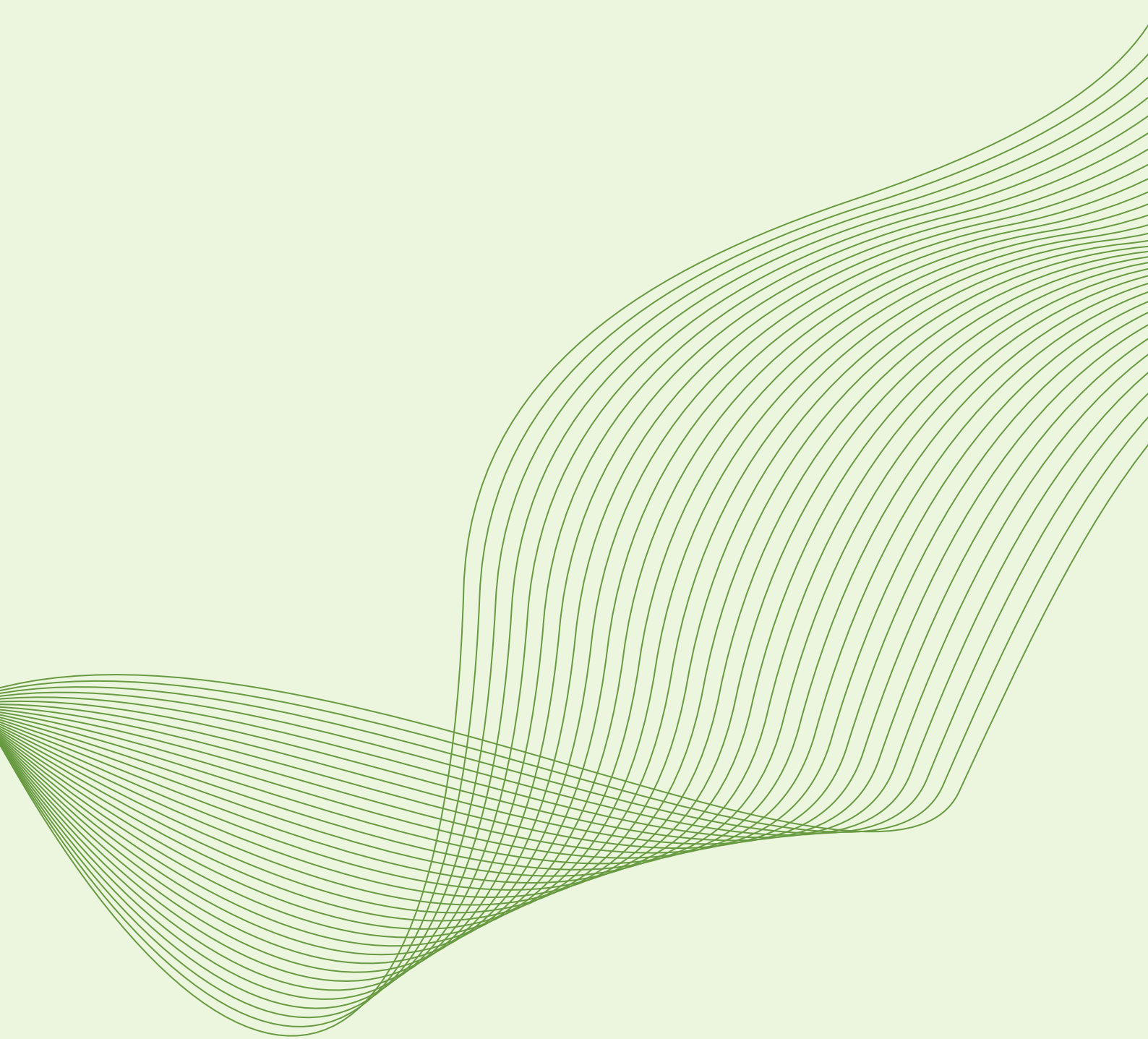
Job	Skill	
Project Manager / Business Analyst	Communication	Community engagement
	Change management	Budget and time management
	Stakeholder engagement	Contractor management
	<i>AI literacy</i>	<i>Political acumen</i>
	<i>Ethics and critical thinking</i>	<i>Resilience</i>
	<i>De-escalation</i>	<i>New technology tools and methods</i>
	<i>Ability to change priorities and adaptability</i>	
Traffic Engineer	Customer service skills	Project management
	Community consultation	Stakeholder engagement
	Specialised software / tools	<i>Active and new transport needs / types of vehicles</i>
	<i>New technology</i>	<i>AI literacy</i>
	<i>Smart traffic systems</i>	<i>Accessibility needs</i>
	<i>Climate awareness</i>	
Building Surveyors / Officer	Knowledge of relevant acts	Familiar with PlanSouth Australia portal
	Qualified/certified	Ability to analyse plans
	<i>Knowledge of sustainable practices</i>	<i>Accessibility requirements</i>
	Technology	Customer service
	Resilience	Adaptable to change
	Communication skills including report writing	<i>Impact of climate change</i>

Job	Skill	
Environmental Health Officer	Data collection and analysis	Report writing
	Cultural awareness and advanced communication	Psychosocial hazard awareness
	Community consultation and education	<i>Adaptability</i>
	<i>Community education</i>	<i>Climate change awareness</i>
	<i>New technology for data collection and analysis</i>	<i>Keep up with scientific advancements and compliance standards</i>
Planning and Development Officer	Interpret legislation and regulations	Interpret plans and designs
	Required Degree in Urban Planning	Strong communication skills
	Data privacy	<i>Customer service</i>
	<i>Renewables / sustainability</i>	<i>Resilience and conflict management</i>
	<i>Adaptable to change</i>	<i>AI</i>
	<i>New technology and tools</i>	
Diesel Mechanics	Adaptable / flexible	Understanding of diesel
	Safety and sustainability	<i>Auto electrician</i>
	<i>Technology</i>	<i>Leadership and mentoring</i>
	<i>Knowledge of Electric Vehicles</i>	
Internal Operations		
Accountant	Knowledge of accounting practices / standards	Budgeting & financial planning
	Internal Audits	Follows process and procedures
	EOY financial statements	IT skills
	Attention to detail & accuracy	Numeracy

Job	Skill	
WHS Officer	Qualification (Cert. III or Cert. IV)	Problem solving
	Legislation	Review of policy and procedures
	Investigation	Business needs
	Communication	Understanding analytics
	Risk assessment	Strategic Mindset
	Psychological hazards	Interpretation skills
ICT Manager	Diploma or prior experience in IT and management	Internal systems
	Information Technology/Tech	Cyber
	Customer service / client centric	Communication
	AI Technology Changes	Leadership and project management
	Business Focused	Stakeholder
	Governance and Risk	
Governance Officer	Local Government knowledge of legislation and practice	Advanced communication skills
	Document writing	Policy and procedure writing
	Community and internal consultation	Stakeholder management
	Political acumen	Investigation and auditing
	Project management	Risk management and delegation
	<i>New technology and tools</i>	<i>Legislation change</i>
	<i>Communication and conflict resolution</i>	<i>Adaptability and resilience</i>
	<i>AI literacy</i>	

Job	Skill	
Human Resources (HR)	Communication	Learning and Development
	Change management	Training needs analysis
	Stakeholder engagement	Systems and digital literacy
	Leadership	Talent acquisition
	Industrial Relations and Enterprise Bargaining	Policy and procedure writing
	Workplace Health & Safety	Data analysis
	Recruitment	Resilience
	Emotional Intelligence	<i>Leadership</i>
	<i>AI literacy</i>	<i>Innovation</i>
	<i>Strategic thinking</i>	<i>Change management</i>
Cybersecurity Officer	Communication	Leadership
	Change management	IT
	Stakeholder engagement	Risk management
	<i>AI literacy</i>	
Marketing & Comms	Written and verbal advice skills	Computer literacy
	Research and analytical skills	Problem solving
	Journalism/Communications qualification	Presentation skills
Grants Officer	Writing grants and reporting	Communication
	Interpersonal skills	Community engagement
	Project management	

Job	Skill	
Records Officer	Computer literacy	Research skills
	Global Distribution System (GDS) experience or knowledge	Admin skills
	Communication skills	
External Service Delivery		
Cemetery Workers	Reliable and trustworthy	Ability to follow legislation
	Empathetic	
Mechanics	Qualification and apprenticeship	Safety skills
	Workplace Health & Safety	
Concreteer	Knowledge of water flow specifics	<i>Knowledge transfer</i>



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