

Public Skills Australia

Victoria 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, MAV 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 Municipal Association of Victoria (MAV) as the peak industry association and representative body for local councils¹ across Victoria. Both ALGA and MAV 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.

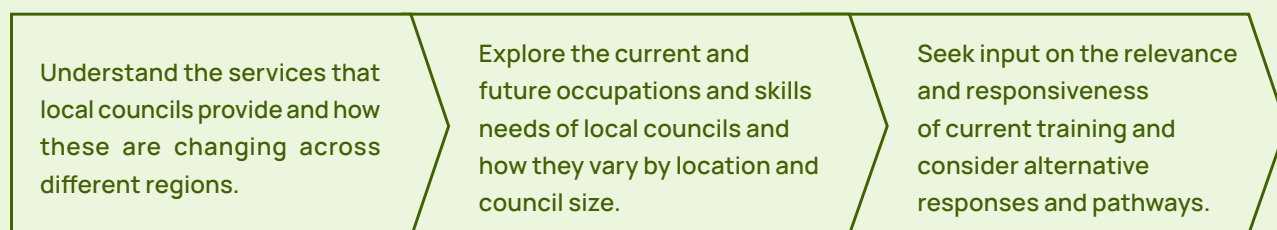
1.4 2025-26 Local Government Workforce Skills and Capacity Survey

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-cleaning process prior to analysis.²

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 Victoria Report 2025-2026

The Victoria Report 2025-2026 (the report) is one of the seven jurisdictional reports and offers the outcomes from both the survey and workshops. 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 27 responding Victorian local councils
Section 2: Qualitative Results
› Based on in-person and online workshops › Based on consultations in these workshops with 13 Victorian local councils

1.8 Key Findings

Keyd findings taken from Victoria local councils are summarised below.

Section	Key Findings
Service Delivery Context	Service delivery by local councils in Victoria is expanding and becoming increasingly complex due to key external trends, requiring local councils to reshape service delivery and impacting occupations, skills and training. Complexity is driven by a number of factors. Community expectations of local councils are rising at the same time as new workplace psychosocial legislation has been introduced. Digital transformation across local councils is occurring unevenly, limiting support for expanding service delivery and increasing reliance on ageing digital infrastructure. The increasing frequency and severity of climate related risks requires full-time emergency management teams to coordinate responses.

Section	Key Findings
Skills Audit and Assessment	Occupational shortages have remained largely unchanged since 2018, reflecting ongoing labour market constraints. From a skills perspective, two key themes have emerged. Firstly, interpersonal skills represent the largest current skills gap across local councils. Secondly, current digital capability gaps already act as barriers to workforce mobility and leadership advancement.
Training Needs and Challenges	Local councils want VET to deliver immediate relevance and clear tangible benefits. Currently, local councils are primarily using VET to support recruitment pipelines and occupations with mandatory qualifications. Local councils prefer flexible, short-form non-accredited training to address immediate non-mandatory capability needs. Managers within local councils are reluctant to commit to VET as they are unclear about the return on investment. They are also concerned about high upfront costs and long training periods that impact on employees completing their regular service delivery duties.
Future Workforce Outlook	Critical occupation and skill shortages are expected to persist and increase in the future as new occupations and skillsets emerge. Interpersonal skills are expected to become as equally critical as technical expertise and there is anticipated future skills gaps relating to transferable professional skills focus on digital literacy and technological fluency driven by increased adoption of new technologies such as AI.

Quantitative Data

2.1 Service Delivery Context

Key Finding:

Service delivery by local councils in Victoria is expanding and becoming increasingly complex due to key external trends, requiring local councils to reshape service delivery and impacting occupations, skills and training. Complexity is driven by a number of factors. Community expectations of local councils are rising at the same time as new workplace psychosocial legislation has been introduced. Digital transformation across local councils is occurring unevenly, limiting support for expanding service delivery and increasing reliance on ageing digital infrastructure. The increasing frequency and severity of climate related risks requires full-time emergency management teams to coordinate responses.

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 Victorian Local Government industry-sector employed 58,100 people as of June 2025. This represents an average annual growth rate of two per cent per year (2018 to 2025).

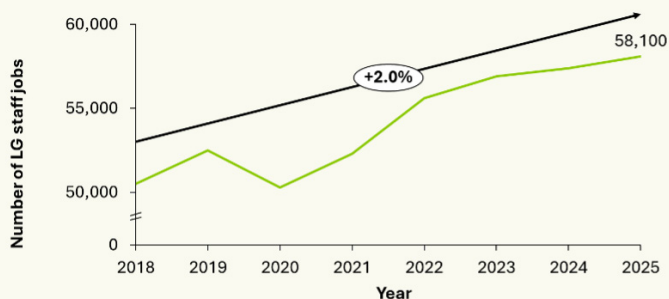


Figure 1:

Victorian Local Government employment data, 2018-2025

Based on the survey, 15 per cent (n=4) anticipated that by June 2026 the size of their workforce would increase, 69 per cent (n=18) expected it to remain the same and 16 per cent (n=4) expected their workforce to decrease.

Key data

The Victorian Local Government sector is primarily made up of mid- and large-sized organisations, with 66 per cent of all councils (53 councils) employing more than 500 employees.

However, employment size varies significantly across responding Victorian councils, ranging from 67 employees at the smallest councils (Borough of Queenscliff) to 2,092 employees at the largest (Wyndham City Council).

Key data

In summary, the share of local councils with:

- › more than 1,000 employees increased by 11 percentage points
- › 500-1,000 employees decreased by 17 percentage points
- › 100-500 employees increased by 5 percentage points
- › Fewer than 100 employees increased by 3 percentage points

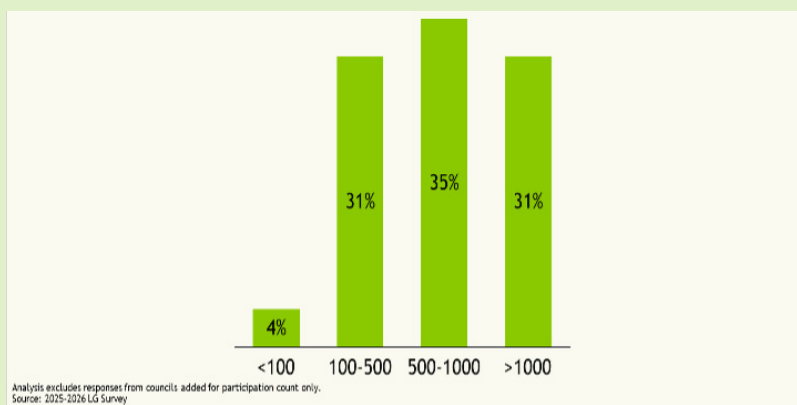


Figure 2:

Victorian 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 councils were exclusively small to mid-sized, with all councils employing 100-500 employees.
- › Regional councils demonstrated the greatest size variation, with 23 per cent employing more than 1,000 employees, 46 per cent employing 500-1,000 employees, 23 per cent employing 100-500 employees, and 8 per cent employing fewer than 100 employees.
- › Metropolitan councils were the largest on average, with over half (56 per cent) employing more than 1,000 employees. A further 33 per cent had 500-1,000 employees and 11 per cent employed 100-500 employees.

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

Fifty-four per cent of the workforce are full-time employees which represents a shift from part-time towards full-time employment since 2018 (45 per cent) and 2022 (49 per cent). Twenty-four per cent of the workforce are employed in a part-time capacity, while 21 per cent were casual.

Responding local councils employed 93 apprentices and trainees (23 apprentices and 70 trainees), representing 0.5 per cent of the Victorian Local Government workforce.

Employment patterns varied by ACLG categorisation.

ACLG Categorisation	Full-time	Part-time	Casual	Apprentices and Trainees
Rural/remote	50%	28%	20%	2%
Regional	57%	24%	19%	1%
Metro	49%	25%	25%	<0.5%
VIC	54%	24%	21%	<0.5%

Figure 3:
Victorian responding local councils, employment type by ACLG categorisation, 2025-2026 Survey

2.1.3 Employment gender profile

Key data

Gender balance in full-time occupations has declined since 2022, with women's share falling from 46 per cent to 40 per cent, while gender distribution in part-time and casual employment has remained unchanged.⁴

The trainee and apprentice cohort stands at 52 per cent female, indicating the incoming workforce pipeline is more gender-balanced than the existing workforce it is entering.

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

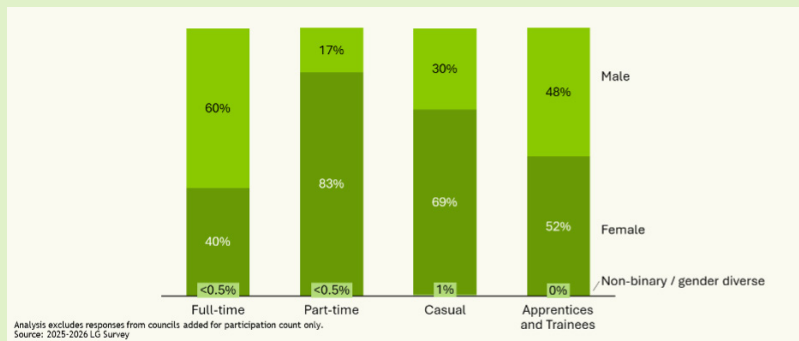


Figure 4:

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

2.1.4 Workplace diversity⁵

Key data

Twenty-three per cent of councils (n=6) reported employing CALD employees. Among these six councils, CALD employees represented an average of 6.4 per cent of the workforce, with representation ranging from 0.7 per cent to 14.1 per cent.

Thirty-five per cent of councils (n=9) reported employing employees with disability. Among these nine councils, employees with a disability represented an average of 1.7 per cent of the workforce, with representation ranging from 0.6 per cent to 4.0 per cent.

Seventy-seven per cent of responding councils (n=20) reported having First Nations employees.

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

Since the surveys conducted 2018 and 2022, the overall workforce profile of Victoria continues to shift away from pre-retirement employees aged 55-64 and toward a higher proportion of mid-career employees aged 30-54.

Age distribution varied by ACLG categorisation:

- Rural/remote local councils have the strongest early-career pipeline, with the highest share of employees aged under 30 at 6 per cent but also have the largest cohort of the workforce aged 55 and over at 35 per cent.
- Regional and Metropolitan local council employees have similar age profiles. They are dominated by the 30-54 demographic making up 59 per cent of all employees.

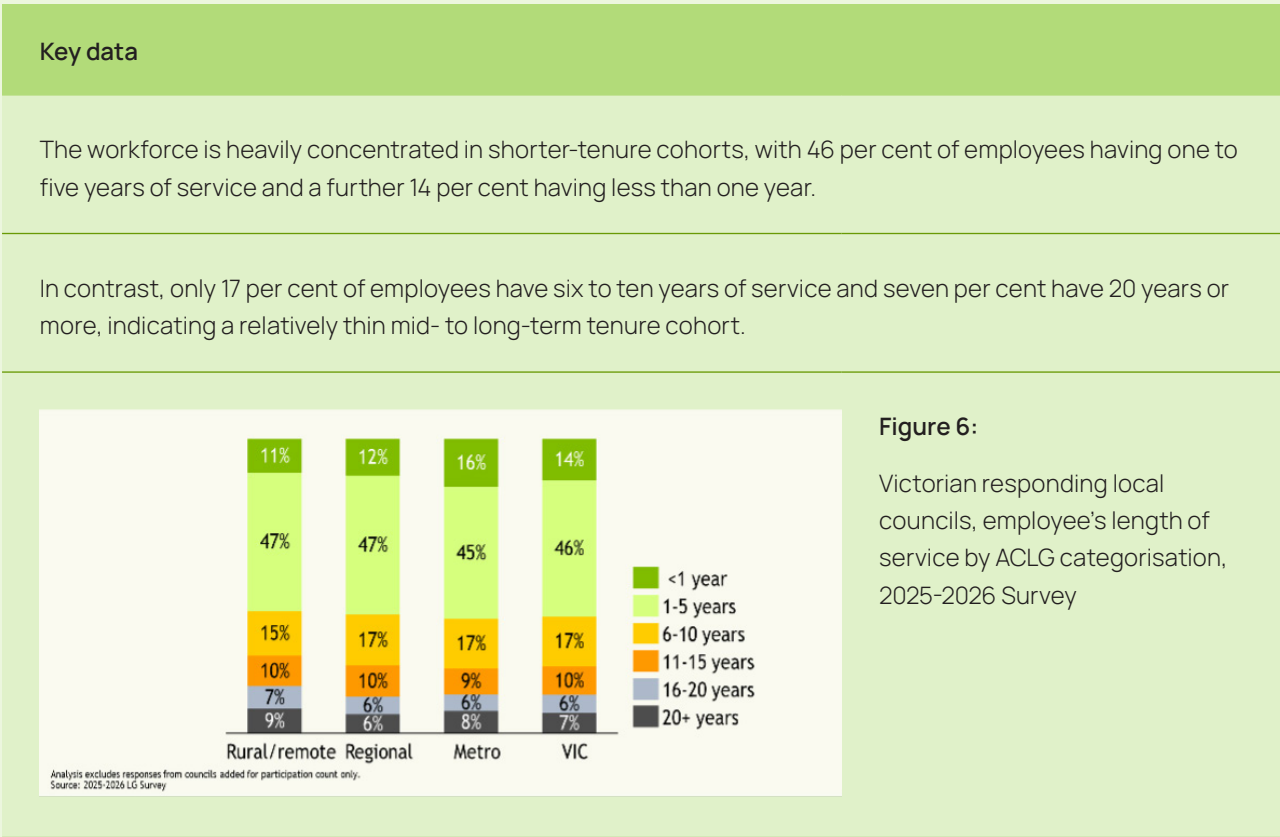
ACLG Categorisation	15-19 years	20-29 years	30-44 years	45-54 years	55-64 years	65+ years
Rural/remote	4%	12%	27%	23%	24%	11%
Regional	2%	13%	35%	24%	18%	8%
Metro	1%	13%	36%	23%	19%	9%
VIC	1%	12%	35%	24%	19%	9%

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 LGS Survey

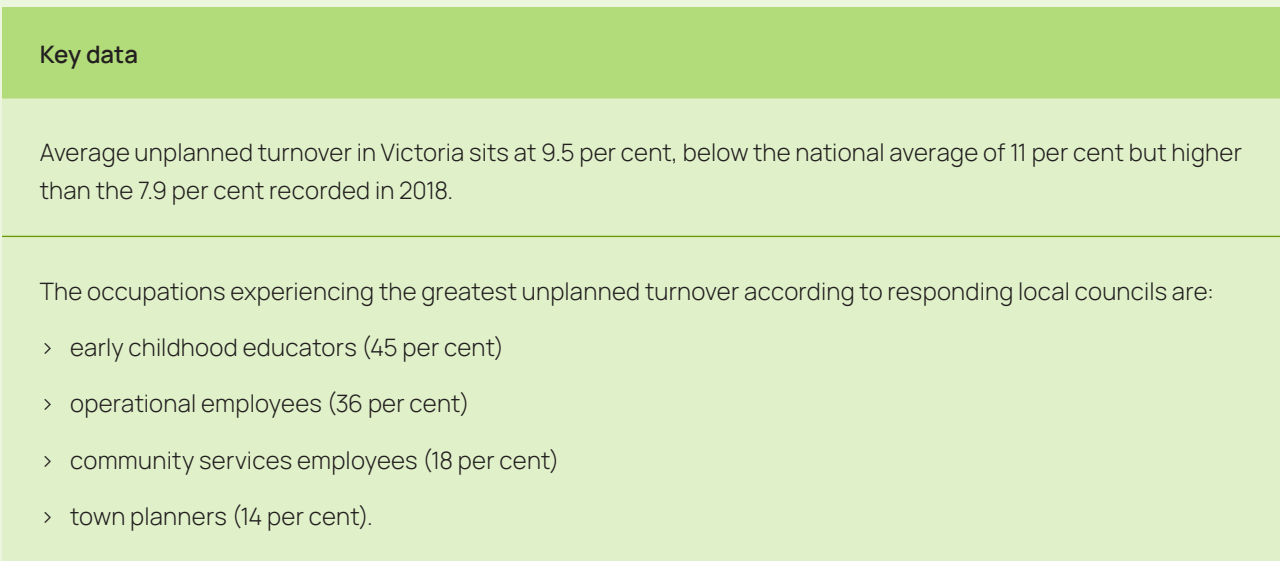
Figure 5:

Victorian 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 Finding:

Occupational shortages have remained largely unchanged since 2018, reflecting ongoing labour market constraints. From a skills perspective, two key themes have emerged. Firstly, interpersonal skills represent the largest current skills gap across local councils. Secondly, current digital capability gaps already act as barriers to workforce mobility and leadership advancement.

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:

Table 1: Specific skill types by skill tier

Tier	Skills Theme	Specific skill types	
Interpersonal Skills	Communication	› Professional communication (written and verbal) › Report and technical writing › Counselling/ managing difficult conversations	› Collaboration › Teamwork › Stakeholder engagement, management and consultation
	Customer and community focus	› Customer service › Community advocacy › Community consultation and education	› Cultural competency › Bias control
	Leadership, people management and mentoring	› People leadership and management › Mentoring and coaching	› Decision-making
Transferrable Professional Skills	Organisation and workflow	› Digital literacy › Time management › Prioritisation and planning	› Record keeping › Diligence
	Project planning and time management	› Project management › Planning and scheduling	› Project scoping

Tier	Skills Theme	Specific skill types	
Transferrable Professional Skills	Problem Solving, critical thinking and analysis	› Strategic thinking › Political acumen › Problem solving › Political acumen	› Critical thinking › Diagnostics › Research and data analysis
	Conflict management and enforcement	› Conflict resolution › Influencing › Negotiation	› Dispute resolution › Investigation and reporting
	Change management and transformation	› Change management › Business transformation	› Learning and improvement
	Data, reporting and analytics	› Data analysis	› Monitoring and evaluation
Occupation Specific Skills	Environmental sustainability	› Environmental management	› Climate adaptation
	Digital and technology systems	› Digital / IT systems & software competency › Artificial Intelligence	› Automation
	Risk and safety	› Risk assessment › Risk management	› Workplace health and safety › Emergency and disaster management

Tier	Skills Theme	Specific skill types	
Occupation Specific Skills	Legislation, regulation and governance	› Legislation and regulation interpretation › Audit and compliance	› Corporate governance › Policy analysis and development
	Finance and procurement	› Financial management › Budgeting	› Contract management
	Technical skills	› Mechanical and vehicle safety › Electrical plant and vehicle experience › Use of plant and equipment for maintenance and removal of trees	› Apply safety procedures and safe work practices › Operate and drive machinery › Grant writing

2.2.2 Occupation shortages

Eighty-one per cent of councils (n=21) reported experiencing occupational shortages in 2024-2025, indicating that they represent a systemic workforce challenge. The same three occupations that were the most persistent shortages in 2018 and 2022 remain in demand but ICT occupations as either technicians or fully qualified professionals are in increasing demand.

Table 2: Victorian responding councils, top occupational shortages, 2025-2026 Survey

Category	Occupation	# Responding local governments	% Responding local governments (n=26)
Professional and Technical	Building Surveyors	14	53.8%
	ICT Technicians	12	46.15
	Engineers	10	38.5%
	Urban/Town Planners	9	34.6%
	ICT Professionals	9	34.6%
	Building Surveying Technicians	8	30.8%
	HR Professionals	7	26.9%
	Allied Health	5	19.2%
	Accountants	4	15.4%
	Project Managers	4	15.4%

Category	Occupation	# Responding local governments	% Responding local governments (n=26)
Operational and Trade	Care Persons	5	19.2%
	Trades - Mechanical	4	15.4%
	Waste Management/ Recycling	4	15.4%
	Trades - Automotive	4	15.4%
	Accounts/Payroll Clerk	2	7.7%
	Labourers	2	7.7%
	Truck Drivers	2	7.7%

Shortage profiles varied by ACLG category:

Rural/remote local councils identified ICT Professionals and Technicians as the occupations most in shortage.	Regional local councils cited the most common occupations in shortage throughout the state in engineers, urban/town planners and building surveyors, however building technicians were also highly sought after.	Metropolitan local councils faced concentrated high-skill shortages for building surveyors, ICT Professionals and Technicians and urban/town planners.
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Councils commonly accepted less qualified applicants in engineering, urban/town planning, building surveying, ICT and human resources occupations. This was a mitigating strategy against occupational shortages but also undertaken in the knowledge that fully qualified employees were not always necessary with engineering technicians for example being able to fulfill most tasks with appropriate oversight.

2.2.3 Drivers of occupational shortages

Inability to compete with market remuneration was identified as the most significant driver of occupational shortages. See Table 3 for the full list of significant drivers.

Table 3: Victorian responding councils, drivers of occupational shortages, 2025-2026 Survey

Driver of skills shortages	% local governments responding (n=26)
Uncompetitive salaries/remuneration	62%
Regional/rural/remote location	35%
Industry-wide skill shortages	35%
Insufficient qualifications/training/experience	15%
Limited local talent pool	15%
Competition from other sectors/employers	12%
Insufficient qualified candidates/applicants	12%

Based on ACLG classification, the following themes emerged:

Rural/remote local

councils: Remote location is the primary barrier (33 per cent), compounded by small local talent pools and infrastructure constraints.

Regional local councils:

Salary competitiveness is the dominant barrier (30 per cent of responses), with Regional local councils unable to match private sector remuneration or compete against better-resourced metropolitan councils.

Metropolitan local

councils: Remuneration competitiveness also drives shortages (29 per cent of responses) in Metropolitan local councils, particularly in specialist occupations where industry-wide shortages create scarcity.

2.2.4 Vacancies

Across the sector, 58 per cent (n=15) were not fully staffed, with average vacancy rates of 3.1 per cent among the eight councils reporting vacancy figures. Metropolitan councils are more likely to experience higher vacancy rates; however, rural/remote councils face the most severe shortages.



2.2.5 Strategies to address occupational shortages and skills gaps

Seventy-three per cent of councils (n=19) reported experiencing skills gaps across 44 occupations. The overlap between skills gaps and shortages in occupations such as building surveyors and engineers highlights compound workforce challenges, with local councils facing both recruitment constraints and capability shortfalls within their existing workforce. Local councils noted the following strategies to fill occupational shortages:

Used advertising and social media platforms (67 per cent (n=14))
Reskilled or upskilled existing employees (62 per cent (n=13))
Sought candidates through graduate pathways (48 per cent (n=10))
Engaged external recruitment agencies (43 per cent n=9))
Reported using contingent employees (38 per cent (n=8))

To address skill gaps, local councils identified the following:

Provided employees with opportunities to temporarily 'act' in higher positions or to gain cross-functional skills to develop internal capability (68 per cent (n=13))
Offered coaching and mentoring (63 per cent (n=12))
Offered informal on-the-occupation training (47 per cent (n=9))
Provided targeted training courses (47 per cent (n=9))
Facilitated secondments or exchanges to other workplaces (32 per cent (n=6))
Utilised the Temporary Skills Shortage Visa (27 per cent (n=7))

2.2.6 Service and resource sharing:

Forty-six per cent of councils (n=12) stated that they undertook service and/or resource sharing with other councils. Several arrangements operate through formal multi-council collaborations, including regional partnerships in southwest Victoria, to sustain specialist capabilities that individual councils cannot support independently. Analysis of the 12 responses indicates that shared arrangements cluster around a small number of functional areas.

Regulatory and planning services, including rates, planning, building surveying, emergency management and regulatory services management.

Digital capability spanning shared ICT services, software and licences, communities of practice and joint enterprise resource planning.

Corporate and workforce support functions, including seconded employees, shared structures, position descriptions, and salary frameworks.

2.3 Training Needs and Challenges

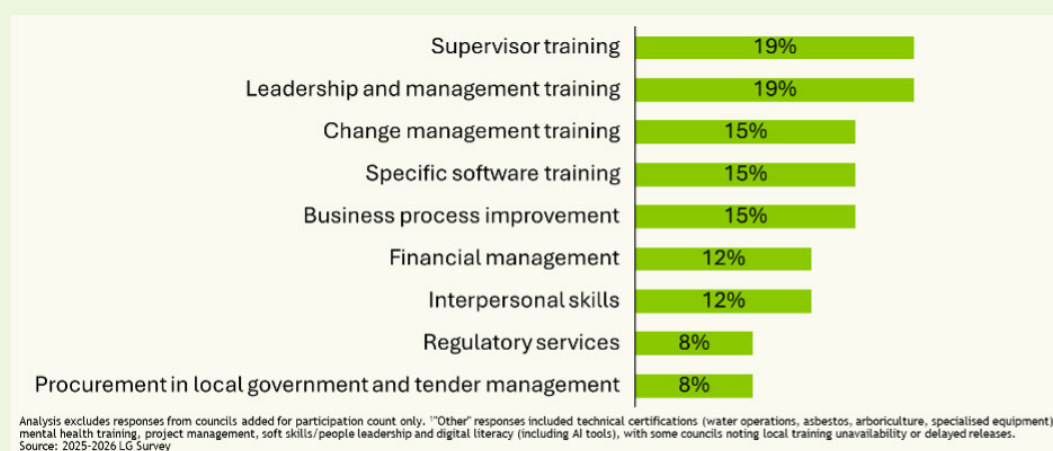
Key Finding:

Local councils want VET to deliver immediate relevance and clear tangible benefits. Currently, local councils are primarily using VET to support recruitment pipelines and occupations with mandatory qualifications. Local councils prefer flexible, short-form non-accredited training to address immediate non-mandatory capability needs. Managers within local councils are reluctant to commit to VET as they are unclear about the return on investment. They are also concerned about high upfront costs and long training periods that impact on employees completing their regular service delivery duties.

2.3.1 Training needs

Reports of unmet training needs have fallen to pre-pandemic levels following a surge to 80 per cent from the 2022 data due to a lack of access to appropriate training during COVID. In 2025-26, 31 per cent (n=8) reported unmet training needs, with supervisor and leadership and management training remaining the primary training need. See Figure 7 for unmet training needs in descending order.

Figure 7: Victorian responding councils, unmet training needs, 2025-2026 Survey



Unmet training needs are driven primarily by council capacity such as insufficient budgets and the lack of time to organise or attend training, due to service delivery as detailed in Table 4 below. This represents a shift away from supply-side gaps such as lack of locally relevant content, absence of coaching frameworks and difficulty sourcing appropriate programs that characterised drivers in 2018.

Table 4: Victorian responding councils, Drivers of unmet training needs, 2025-2026 Survey

Driver of unmet training need	% local governments responding (n=26)
Council budget is insufficient for this training	27%
Lack of time to organise training	19%
Employees haven't had time to attend training	15%
Unable to source training programs with relevant content	8%
Mandatory training consuming the entire training budget	8%

Driver of unmet training need	% local governments responding (n=26)
Unable to source quality training programs and/or trainers that can be delivered locally	8%
Travel cost of sending staff away to attend training is too high	8%
Lack of support from managers/supervisors to send staff on training courses	8%

2.3.2 Training expenditure

Most local councils maintained the same training expenditure in 2025-26, with any increases cited limited and uneven. Reductions were confined to rural/remote and regional councils. Some local councils provided further detail, explaining the changes in their training expenditure with the most cited drivers noted below:

Pressures				
Training expenditure shifted as budgets were reprioritised to higher organisational needs.				
Increased compliance obligations drove targeted investment in mandatory training.				
Some local councils increased training investment to strengthen leadership capability and focus professional development more strategically.				
More experienced learning teams enabled tighter targeting and more deliberate allocation of training budgets.				
Table 5: Victorian responding local councils, change in training expenditure by ACLG, 2025-2026 Survey				
Change in training expenditure	Rural/remote	Regional	Metro	VIC
Decreased	1 (25%)	3 (23%)	0 (0%)	4 (15%)
Increased	0 (0%)	3 (23%)	1 (11%)	4 (15%)
Remained the same	3 (75%)	7 (54%)	8 (89%)	18 (69%)
Total	4	13	9	26

2.3.3 Preferred delivery mode

Blended learning through a combination of face-to-face and online training is the preferred training delivery mode, which was selected by 69 per cent of councils (n=18). Table 6 below provides the detailed breakdown by ACLG classification.

Table 6: Victorian responding councils, preferred training delivery mode by ACLG, 2025-2026 Survey

Preferred training delivery mode	Rural/Remote	Regional	Metro	VIC
Blended learning (in person, self-paced and virtual)	3 (75%)	6 (46%)	9 (100%)	18 (69%)
In person, face-to-face delivery	1 (25%)	7 (54%)		8 (31%)
Total	4	13	9	26

2.3.4 Training delivery challenges

Eighty-five per cent (n=22) of responding councils identified challenges affecting training delivery, with constraints spanning budget, workforce logistics and delivery mode.

Cost and budget pressures	Budget constraints were the most pervasive barrier, encompassing direct training costs, backfill and rostering expenses and facilitator travel costs.
Time and workforce capacity	Operational demands, release time and the difficulty of coordinating casual and rostered employees limit participation.
Mode of delivery	Several local councils noted a growing focus on how learning is applied post-training, observing that formal learning requires additional planning effort to build in reinforcing opportunities, adding time and resource burdens beyond the training event itself.

Challenges specific to in-person delivery:

Geographic distance

Physical distance between regional and rural local councils and metropolitan providers creates significant cost and logistical barriers, with Melbourne-based facilitators charging high travel costs and rural councils facing limited access to quality local trainers.

Multi-site coordination

Managing dispersed workforces across multiple locations makes consistent face-to-face scheduling difficult.

Limited local supply

Relevant programs and quality facilitators are difficult to source within regional areas, and procurement processes for sourcing external providers add further time and cost.

Challenges specific to virtual delivery:

Engagement limitations

Face-to-face delivery is preferred for knowledge retention and application as virtual alternatives are seen as less engaging and harder to sustain, particularly for multi-session programs.

Access and literacy barriers

Computer access, digital literacy level challenges limit some workers' ability to engage fully with online learning.

2.3.5 First Nations training and development

Thirty-eight per cent of councils (n=10) reported undertaking joint training with Aboriginal Community Controlled Organisations (ACCOs) in 2025-26, the highest of all jurisdictions. This relatively high ACCO collaboration rate, despite low overall First Nations workforce representation (0.5 per cent), suggests councils recognise the importance of cultural capability development and building effective partnerships with First Nations organisations to support service delivery, even where direct First Nations employment remains limited.

Several councils provided details of ACCO training partnerships, including cultural awareness and on-country immersion programs delivered by Dja Dja Wurrung and Taungurung Traditional Owner groups. The Koorie Heritage Trust was a commonly cited provider of cultural safety workshops, with one local council noting a high volume of positive feedback following sessions. Other councils reported working with Wadawurrung, Barengi Gadjin Land Council and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to deliver cultural awareness training to both employees and Councillors.

2.3.6 Uptake of 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

Since the Review in 2021 none of the LGATP qualifications have been used and a further analysis at the Unit of Competency (UoC) level reveals only one is being used across local councils in Victoria. The LGAREG001 - Implement parking controls UoC has had 271 enrolments between 2022-2024.

2.3.7 Intake of apprentices/trainees

Most councils reported inadequate trainee and/or apprentice intake. Seventy-seven per cent (n=20) reported that they believe there could be further opportunities to engage more trainees, while 65 per cent (n=17) reported their current apprentice intake is insufficient to meet future skilling needs. Key barriers include:

Limited capacity for sustained supervision requirements	Insufficient internal capacity to supervise and support trainees and apprentices, alongside additional administrative requirements impede expanding traineeship and apprenticeship programs.
Recruitment Challenges	Local councils face difficulty attracting suitable applicants, with some reporting repeated recruitment attempts yielding no applicants for traineeship/apprenticeship positions.
Budget and resource constraints	Limited financial capacity to support additional trainee and apprentice positions, compounded by competing priorities.
Planning and program maturity	Several local councils noted the need to mature their workforce planning, considering industry demand and turnover in key occupations, before determining future skill requirements.

2.3.8 Engagement with State and Federal initiatives

Sixty-two per cent of councils (n=16) had engaged with state or federal education, training or other initiatives to support workforce development over recent years.

Traineeships and apprenticeships delivered through vocational training providers or group training organisations such as Central Victorian Group Training and Future1st cited as the most common initiatives.

Local councils also reported a range of structured workforce initiatives, including the Earn and Learn Program delivered in partnership with RMIT University.

2.4 Future Workforce Outlook

Key Finding:

Critical occupation and skill shortages are expected to persist and increase in the future as new occupations and skillsets emerge. Interpersonal skills are expected to become as equally critical as technical expertise and there is anticipated future skills gaps relating to transferable professional skills focus on digital literacy and technological fluency driven by increased adoption of new technologies such as AI.

2.4.1 Emerging occupational shortages

The same occupations that are hardest to fill now are expected to remain critical in the future. Building surveyors (73 per cent), ICT Technicians (65 per cent), urban/town planners (58 per cent) and engineers (50 per cent) ranked as the top three critical future shortages, unchanged from 2018. Table 7 details the full range of critical future shortages.

Table 7: Victorian responding councils, occupational shortages in the future, 2025-2026 Survey

Category	Occupation	# Responding local governments	% Responding local governments (n=26)
Professional and Technical	Building Surveyors	19	73.1%
	ICT Technicians	17	65.4%
	Urban/Town Planners	15	57.7%
	Engineers	13	50.0%
	Building Surveying Technicians	13	50.0%
	Environmental Health Officers	10	38.5%

Category	Occupation	# Responding local governments	% Responding local governments (n=26)
Professional and Technical	ICT Professionals	9	34.6%
	WHS Professionals	9	34.6%
	Governance/Risk Managers	8	30.8%
	HR Professionals	8	30.8%
Operational and Trade	Accounts/Payroll Clerk	6	23.1%
	Waste Management/Recycling	5	19.2%
	Care Persons	5	19.2%
	Trades - Automotive	4	15.4%
	Supervisors/Team Leaders	3	11.5%
	Labourers	3	11.5%
	Truck Drivers	3	11.5%
	Trades - Mechanical	3	11.5%
	Trades - Horticultural	3	11.5%

2.4.2 Factors impacting future skilling needs

Compared to 2018 (where rate capping and technological digitisation led concerns), and 2022 (where COVID, climate change and technological digitisation were highlighted), concerns reported in 2025 reflect a more people-centred set of pressures.

Table 8: Victorian responding councils, factors impacting future skilling needs, 2025-2026 Survey

Factor	# Responding local governments	% Responding local governments (n=26)
Generational workforce changes	20	77%
Changes in government funding levels	19	73%
Increasing community needs and expectations	18	69%
Technological change including AI	15	58%
Increasing levels of governance and compliance	15	58%
Major council or external infrastructure projects	14	54%
Growth in local government area	13	50%
Climate change	8	31%

2.4.3 Future occupational analysis

In 2025-26, 42 per cent of responding councils reported undertaking analysis of future occupations roles and requirements, increasing from 29 per cent in 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

Sixty-nine per cent of responding councils (n=18) identified new occupations expected to emerge over the next three years in the following areas:

Technology and digital transformation	Digital transformation and integration specialists, smart infrastructure and Internet of Things (IoT) technicians and digital inclusion and accessibility officers emphasising that digital capability development is the primary workforce priority for Victorian local councils.
Artificial Intelligence	AI specialists, engineers, developers, and AI adoption specialists with local councils noting that AI will both create new occupations and transform existing ones.
Climate and sustainability occupations	Climate adaptation and resilience officers, climate change specialists, circular economy and waste innovation specialists and environment and sustainability management positions. Councils specifically noted "climate resilience" as a distinct capability area requiring dedicated expertise.
Change management and business transformation	Change management and resilience specialists, workforce flexibility and occupation redesign consultants and business analysis and process improvement occupations, reflecting organisational transformation pressures accompanying digital and service delivery changes.
Cybersecurity	Cybersecurity officers and cybersecurity and data privacy officers, reflecting growing recognition of digital security risks and data governance requirements.

2.4.5 External pressures on workforce attraction and retention

Councils noted the following key external pressures, ranked by significant impact:

Housing pressures Are the most significant impact, reflecting broader housing affordability challenges across the state.	Long term funding certainty Reflecting uncertainty about maintaining workforce levels in constrained fiscal environments.	Changing local economy Reflecting economic transition pressures in some regional areas but not sector-wide crisis.
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2.4.6 Addressing future skills needs and strategies

The following was cited by responding local councils as needed to address future skill needs:

Funding and financial support	Increased funding for training programs, higher rebates for apprenticeships and traineeships, grants to upskill employees in target industries and funding for retention and attraction activities.
Training access and education partnerships	Access to training opportunities through partnerships with education providers, including cadetship programs for degree qualifications.
Collaboration and sector-wide strategies	Stronger networks with other councils, and sector-wide collaboration, on shared challenges.
Workforce planning	Support for workforce planning and analysis, including sector-wide workforce strategies and benchmarking opportunities.
Housing and relocation support	Housing and relocation support as a critical workforce attraction barrier, particularly for regional, rural/remote councils.
Wage competitiveness and pay parity	Pay parity across all local councils.

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

77 per cent (n=20)	69 per cent (n=18)	46 per cent (n=12)	46 per cent (n=12)	15 per cent (n=4)
Flexible training and development approaches.	Targeted training programs.	Improving access to educational opportunities.	Building industry partnerships.	Sharing resource arrangements.

Qualitative Results

3.1 Workshop Introduction

Across November 2025, a series of Local Government Skills Audit Workshops were undertaken involving representatives from 13 of the 79 councils in Victoria. 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 Victoria, workshops were held in:

Workshop Location	Date	Participating Local councils
Melbourne	10 November 2025	1. Manningham 2. Mitchell 3. Whittlesea
Leongatha	18 November 2025	4. Bass Coast 5. Cardinia 6. Latrobe 7. South Gippsland
Online	25 November 2025	8. Glenelg 9. Knox 10. Melbourne 11. Mildura 12. Stonnington 13. Wodonga

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 local councils. Participants worked in small groups to explore how these challenges vary by location and size. Through focused discussions, local 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.

Victorian councils are reshaping service delivery due to increased regulatory, economic and social pressure.

Key external trends are reshaping service delivery and are explored in further detail below:

Strategic exits from service delivery	Local councils across metropolitan Melbourne and regional Victoria have largely stepped back from directly operating aged care services due to rising costs and increasing regulatory demands. Some local councils are similarly reconsidering direct childcare delivery, with some having already exited these operations. However, instead of completely withdrawing support from these sectors, local councils are positioning themselves as coordinators rather than frontline service providers requiring different occupations and skillsets.
Climate risks leading to permanent emergency management functions	The Leongatha workshop highlighted that many regional councils now maintain permanent, full-time emergency management teams to coordinate responses to fires and floods, reflecting the increased frequency and severity of climate-related risks.
Increasing community expectations and hostility	Local councils across all locations are facing increases in community hostility driven by cost-of-living pressures, creating heightened community expectations for council support. New psychosocial hazard regulations (effective 1 December 2025) have also placed greater onus on local councils to ensure they systematically address workplace safety.

Increasing investment in digital transformation

Local councils across all workshops reported they were increasingly investing in corporate IT system integration. Analytics and digital literacy are recognised as critical gaps, with project management skills—including transferable capabilities like trust-building and collaboration—increasingly essential for cross-functional workflows. AI's potential impact on workforce planning and customer experience is emerging as a key requirement, with many local councils still in the early stages of understanding its implications.

Services are most challenging to deliver due to workforce gaps.

The workforce gaps identified most often were either occupation-specific, such as shortages of qualified candidates or competition from higher-paying private sector firms or due to skill gaps from conflict resolution to digital literacy. These are explained in turn below:

Recruitment challenges affect statutory planning, animal management, and regional professional services:

Planning and development services face critical occupation gaps, particularly in high-growth local councils, where there is limited supply of statutory planners and/or there is a strong focus to build more homes, especially high-density housing like apartments and townhouses in areas. Regional local councils experience compounding occupation gaps across professional services including planning, accounting and HR due to limited local talent pools.

Capability gaps make it difficult to deliver internal project management and community-facing services:

Project management capabilities, particularly for technology-enabled initiatives, are recognised as critical gaps across local councils. Frontline service delivery employees in libraries and community services increasingly require conflict resolution, and psychological safety awareness to deal with rising community hostility with participants noting that these skills were broadly lacking across local council workforces.

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 based on local needs, but infrastructure and trades occupations needs cut across urban and regional Victoria.

The priority occupations identified by workshop participants can be classified into three categories: community-focused occupations, infrastructure and trades occupations and internal operations occupations.

Community-focused occupations: These include maternal and child health nurses, Aboriginal liaison officers, community safety officers, childcare workers, school crossing supervisors, and swim teachers. These positions demonstrate the wide-ranging involvement of local councils in their communities.	Infrastructure and trades occupations: Diesel mechanics, arborists, planners, building surveyors, project management, engineers, environmental health officers, asset managers and outdoor depot workers. These were heavily emphasised by participants at all workshops, reflecting the Victoria-wide focus on growth and development.	Internal operations occupations: HR, procurement/contract management officers, cybersecurity/IT officers, safety/wellbeing business partners, economic development officers and business transformation/change management officers.
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Frequently cited priority occupations are captured in the Table 9 below.⁵⁶

Table 9: Critical occupations identified across workshops

Occupation	Frequency
1. Mechanics (including diesel)	4
2. Planners	3
3. Arborist	3
4. Human Resources (HR)	3
5. Maternal and child health nurse	3
6. Building surveyors	2
7. Project management	2
8. Engineers	2
9. Procurement contract management/officer	2

All priority occupations are important now and, in the future.

Participants categorised almost all priority occupations as important now, and important in the future, with the only exceptions being mechanics and maternal and child health nurses, whose importance varied as councils have diverse service delivery arrangements for these occupations.

Community-focused occupations and internal operations occupations are critical for local councils to meet their community obligations. The maternal and child health nurse was identified as a priority occupation raised by participants in all three workshops across Victoria. Internal operations occupations are needed for maintaining essential administrative functions, supporting the infrastructure that enables effective service delivery to local communities.

Other challenges for local councils in filling priority occupations included:

Finding candidates with Local Government experience proved challenging, even in metropolitan Melbourne, due to a limited pool of experienced individuals in this sector. As a result, councils reported needing to increase recruitment of candidates from outside the Local Government sector or hire junior candidates and provide on-the-occupation training to fill vacant positions.

Regional local councils found it difficult to retain employees with participants in the Leongatha workshop noting that often employees only stayed long enough to gain enough regional/rural work to classify for immigration benefits and/or generate sufficient experience to support an application for a similar occupation in Melbourne.

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.

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 Further 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.

Participating local councils value non-accredited training for its efficiency and relevance.

Local councils showed clear preference for flexible, short-form non-accredited training over longer VET and higher education pathways. VET serves primarily as an entry-level credential rather than an upskilling tool, with limited employee uptake and mixed completion outcomes. Participants identified the following themes in relation to the different types of training:

Non-accredited training is the preferred upskilling pathway. Participants across all sessions favoured short courses and non-accredited training for their time efficiency and ability to customise to local council needs.

VET demonstrates varied effectiveness, primarily serving entry-level needs and compliance requirements. Participants in the Melbourne workshop initially ranked VET as the most relevant training pathway due to its alignment with required qualifications. VET is also often something new recruits possess rather than a tool used to upskill current employees. This perception stems from VET's focus on foundational skills, making it more suited to new entrants than enhancing the abilities of seasoned employees.

Higher education is largely irrelevant for addressing skills gaps in priority occupations, as participants observed that such programs often do not cover practical skills needed for these occupations. However, they did acknowledge its importance for some specialised professional occupations, such as engineering, environmental science and urban planning.

VET's current role is limited to supporting recruitment rather than workforce upskilling.

Participants across Victoria report limited use of VET for their priority occupations and skill needs. Two key themes emerged from the workshops around current VET usage:

VET primarily focuses on traditional trades and meeting regulatory requirements. Local councils using VET have mainly enrolled employees in qualifications related to arboriculture, parks and gardens, early childhood education or workplace health and safety. Some local councils also view the VET system as a recruitment pipeline for these same occupations.

TAFE engagement with local councils can be improved, resulting in part reliance on private RTOs. Participants consistently noted that partnerships with TAFEs could be strengthened, demonstrated more recently by i.e. relationships between local councils and with TAFE Gippsland and Federation Uni (Leongatha workshop).

Local Councils seek shorter, more flexible VET courses.

Participants across all three workshops identified three opportunities for VET to better serve Local Government workforce needs. The improvements focus on the following:

Local councils consistently advocated for shorter and more focused VET courses. Participants noted that local councils need targeted upskilling courses targeting specific skills rather than broad qualifications. Skills that would benefit including leadership, critical thinking, conflict resolution and AI readiness. The shorter formats could also reduce the barrier of managing training commitments alongside current workloads and lower the upfront cost and effort that deter managers from committing employees to VET.

VET should deliver immediate relevance and clear tangible benefits. Managers within local councils are reluctant to commit to VET due to unclear return on investment, high upfront costs and long training periods that impact on employees completing their regular duties and broader service delivery.

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’.

Workshop participants consistently described 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 10 below shows the skills that are most in demand in each category across Councils in Victoria.⁵⁷

Table 10: Skills most in demand by category across Victorian councils

Occupation-specific skills	Transferable Professional Skills	Interpersonal Skills
› Artificial intelligence › Legislation and regulation › Record-keeping › Risk management › OH&S procedures › Environmental management	› Critical thinking › Data analytics/reporting › Digital literacy › Planning › Problem solving › Project management	› Collaboration/teamwork › Communication › Conflict resolution › Customer service › Community engagement › Stakeholder management

Participants identified occupation-specific skills as most critical now, but growing gaps exist in interpersonal skills.

Current skill needs span all tiers but are anchored by occupation-specific and transferable professional skills. Participants across all three workshops identified technical qualifications, legislative knowledge, project management and problem-solving as core current skill requirements. They also emphasised the importance of interpersonal skills such as communication and conflict resolution, which enable effective execution of technical work and help staff navigate increasingly complex stakeholder environments.

Interpersonal skills are emerging as equally critical to technical expertise, identified as foundational across all occupations. Skills such as stakeholder management, customer service and conflict resolution were consistently highlighted across diverse occupations, from engineers and environmental health officers to gardeners, reflecting the reality that technical work is increasingly delivered in complex, multi-stakeholder contexts requiring strong relationship management and communication skills.

Future skill gaps in transferable professional skills focus on digital literacy and technological fluency, which will grow as new technologies are adopted. Participants highlighted that current digital capability gaps already act as barriers to workforce mobility and leadership advancement. These skill gaps are expected to increase considerably as local councils implement advanced technologies, such as AI tools, which require sophisticated skills in technology adoption and application.

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 someone approaches work and interacts with others. In the Victorian context, the traits highlighted included:



Behavioural traits, particularly adaptability and having a growth mindset, were identified as increasingly essential for future workforce capability.

Participants noted that the pace of change in the workplace, driven by evolving technology, shifting community expectations and emerging environmental and social complexities, requires employees who can embrace ongoing development and remain flexible in their approach. The ability to “learn how to learn” and maintain a growth mindset was highlighted as critical by participants in the Leongatha workshop, particularly for established employees who may not have engaged in formal learning for extended periods (if at all) and for workers transitioning into leadership roles where the skill requirements shift substantially from their original technical specialisation.

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.

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

To understand the services that local councils provide and how these are changing across different regions and sectors.

OBJECTIVE 2

To explore the current and future occupations, jobs and skills needs of LGAs and how they vary by location and LGA size.

OBJECTIVE 3

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 comprehensive list of skills and occupations discussed in workshops with key stakeholders.

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

Job	Skill	
Community-focused occupations		
Maternal and child health nurse	Training / qualifications	<i>Technology usage skills</i>
	Communication	<i>Unconscious bias awareness</i>
	Emotional intelligence	<i>Reflective practice</i>
	Teamwork	<i>Diversity / inclusiveness</i>
	<i>Observation / questioning skills</i>	<i>Trends in community needs</i>
	Reporting	<i>Advocacy and confidence building</i>
	Managing difficult conversations and situations	<i>Managing occupational violence</i>
Aboriginal liaison officer	Interpersonal skills	<i>Administration, verbal and written</i>
	Connected to community	<i>Prioritisation / time management</i>
	Facilitation / consultation	<i>Project management</i>
Community Safety Officers	Conflict resolution	Teamwork
	Situational awareness	<i>Resilience</i>
	Enforcement	<i>Mental health</i>
	Political acumen	<i>Emergency management</i>

Job	Skill	
Infrastructure and trades occupations		
Diesel mechanics	Qualification	Conflict resolution
	Mechanical and engine knowledge (including vehicle safety)	<i>Electric plant and vehicle experience</i>
	Problem solving	<i>Digital upgrades</i>
	Planning and scheduling	Communication, written and verbal
	Record-keeping	Intermediate computer skills
	Customer service	<i>Critical thinking</i>
	Teamwork / interpersonal skills	
Arborist	Qualification – Cert. III	Conflict resolution
	Ability to use plant and equipment for maintenance and removal of trees	Physical fitness
	Application of relevant legislation, standards, guidelines	Risk assessment
	Communication skills for consultation, dispute resolution, influencing	<i>Digital literacy</i>
	Applying safety procedures and safe work practices	Stakeholder engagement
	Teamwork / collaboration	<i>Interpreting reports</i>
	<i>Population growth vs environmental sustainability considerations, political elements.</i>	<i>Report-writing</i>
	<i>Updating of plant/equipment, ability to learn new tools etc</i>	

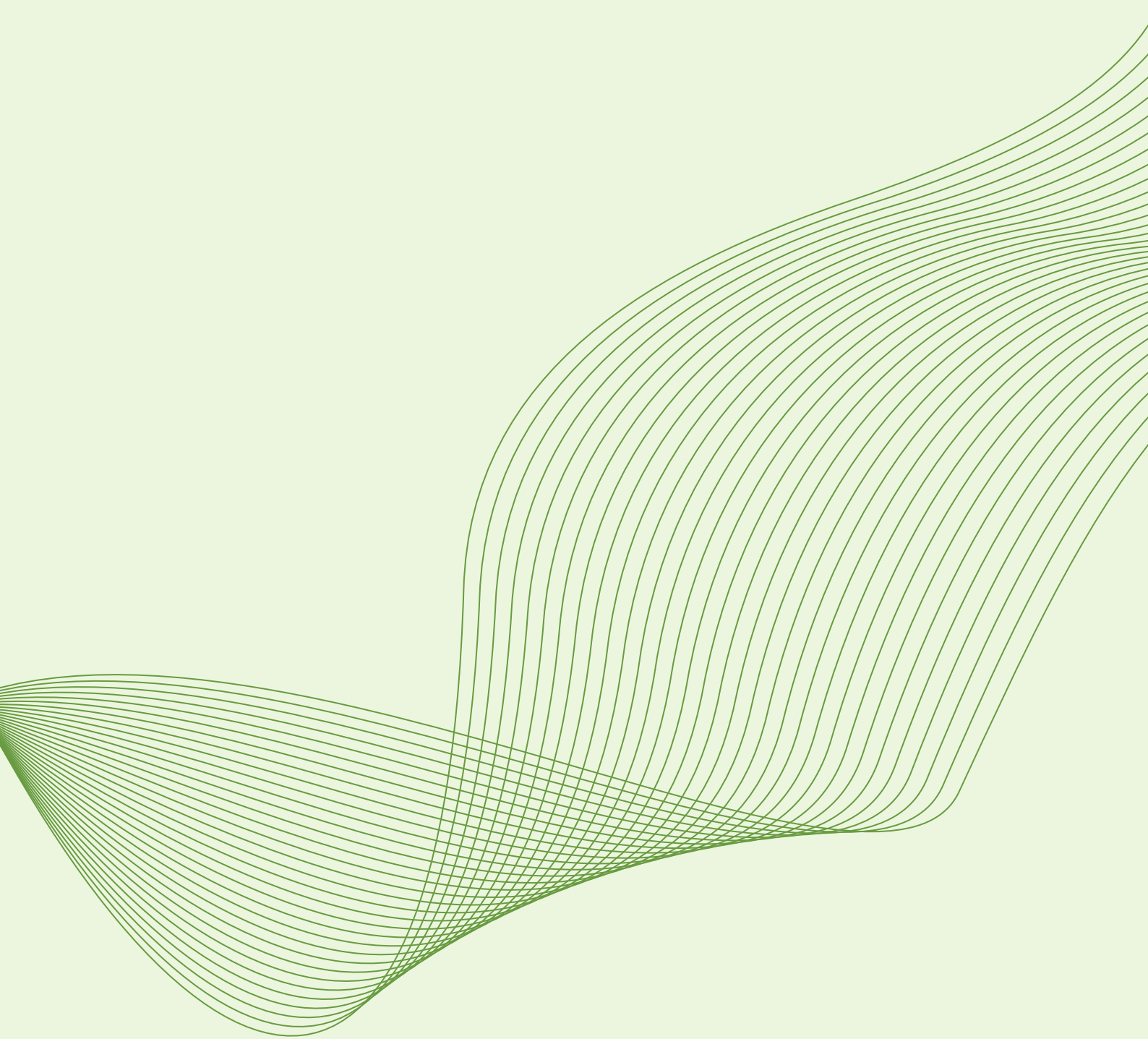
Job	Skill	
Planners	Qualification	Interpersonal skills
	<i>Knowledge and legislative application</i>	Community engagement / consultation
	Strategic thinking and problem solving	Time management
	Political acumen	Integrity
	<i>Conflict resolution</i>	Leadership
	<i>Environmental management concerns</i>	Project management
	<i>Cultural intelligence</i>	<i>Flexibility / adaptability</i>
	<i>Customer experience</i>	<i>Emotional intelligence</i>
	Professional communication (verbal and written)	Local Government experience
Building surveyors	Applying knowledge and legislation	<i>Digital fluency and adoption</i>
	Enforcement	<i>Committed to continuous learning & improvement, updated legislation etc</i>
	Conflict resolution	<i>Leadership skills to develop more junior employees for succession</i>
	Communication skills (verbal and written)	<i>Emotional intelligence to deal with increasingly complex space and community expectations</i>
	Political acumen	

Job	Skill	
Project management (including capital delivery)	Stakeholder management	Scheduling / budgeting
	Communication	Changing tech / resources
	Time management	<i>Stakeholder management</i>
	Change methodology	Influencing / negotiation
	Analytics / monitoring	Agile methodology
	Business requests	
Engineer	Attention to detail	Communication
	Project management	Problem solving
	Technical acumen	AI / new technology
Environmental Health Officer	Awareness of legislation	Customer experience skills
	Conflict resolution	Cultural intelligence
	Enforcement	Environmental management
	Political acumen	Emergency management
	Scheduling / project management	Service reviews
Drainage maintenance / stormwater engineer	<i>Technical skills (maths and planning)</i>	Teamwork
	Project management	Environmental impacts
	Technology skills	Customer service skills / perspective
	Problem solving	Interpersonal skills
Outdoor depot workers	Operate and drive machinery	Consider safety
	Teamwork	Use of technology
	Follow directions	Cultural fit

Job	Skill	
Gardeners	Qualification (traineeships)	Planning
	Digital literacy	Teamwork
	Community Engagement	Conflict management
	Decision-making	Changes in skill sets – tools moving to automation
	Time management	Operator Maintenance
Human Resources (HR)	Policy, legislation and regulatory knowledge	Resilience
	<i>Communication (including writing position descriptions)</i>	Coaching
	Consulting / advisory	Changing legislation
	Performance management	Utilising data and AI
	Recruitment	Change management
	Reverse-mentor (for executives)	Conflict resolution
	Organisational structure / re-structure	OH&S
	Salary reviews	Time management / flexibility
	Emotional intelligence / empathy	
Procurement / contract management officer	Knowledge and experience of contract management	Legal and financial understanding of contracts and processes
	Communication and complex communication	Resilience
	Critical thinking / problem solving	Local Government expertise
	Stakeholder management	

Job	Skill	
Cybersecurity / IT officer	Qualification (Diploma or higher education)	Internal stakeholder management
	Local Government expertise	Impact assessment report-writing
	Risk management	<i>Digital / AI skills</i>
	Training plan development	
Safety / wellbeing business partner	Understanding policy, legislation and regulation	<i>Psycho-social skills</i>
	Data analytics and reporting	<i>Emotional intelligence</i>
	Injury management and reporting	<i>Coaching</i>
	Investigations	<i>Changing legislation</i>
	<i>Consulting / advising</i>	<i>Tech skills in safety system</i>
	<i>Communication</i>	
Economic development officer	Advocacy (including writing grants)	Small- and big-picture thinking
	Communication	<i>Adapt to change</i>
	Political nous	<i>Predict future trends</i>
	Negotiation	
Business transformation / change management officer	Local Government expertise	Business requests
	<i>Stakeholder management</i>	Scheduling / budgeting
	Communication	<i>Changing tech / resources</i>
	Time management / organisation	<i>Influencing / negotiation</i>
	<i>Change methodology</i>	<i>Agile methodology</i>
	Analytics / monitoring	

Job	Skill	
Occupational Health & Safety officer	Qualification	Communications
	Empathy	<i>Knowledge of psychosocial legislation</i>
	Practical thinking / common sense	<i>Industrial Relations knowledge</i>
	Compliance knowledge	<i>Mental health first aid</i>
	Dispute resolution	<i>Resilience – balancing org and individual needs</i>
	Leadership	
Administrative officer	Digital / AI literacy	<i>Resilience</i>
	Customer service	<i>Adaptability</i>
	Stakeholder management	<i>Time management</i>
	Initiative / proactivity	<i>Flexibility</i>



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🌐 publicskillsaustralia.org.au
🌐 au.linkedin.com/company/publicskillsaustralia
📍 Level 5, 473 Bourke St Melbourne, Victoria 3000, AU