

Public Skills Australia

# Western Australia Report 2025-2026

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

June 2026



**PUBLIC SKILLS  
AUSTRALIA**  
PUBLIC SAFETY SKILLS AUSTRALIA LTD

Proudly produced in partnership with



Public Skills Australia is a Jobs and Skills Council appointed by the Department of Employment and Workplace Relations

# Table of Contents

|                                                                   |          |
|-------------------------------------------------------------------|----------|
| <b>Western Australia Report 2025-2026</b>                         | <b>1</b> |
| <b>Introduction</b>                                               | <b>5</b> |
| 1.1 Background                                                    | 5        |
| 1.2 Local Government Project                                      | 5        |
| 1.3 Partners                                                      | 5        |
| 1.4 2025-26 Local Government Workforce Skills and Capacity Survey | 6        |
| 1.5 Workshops                                                     | 6        |
| 1.6 Western Australia Report 2025-2026                            | 6        |
| 1.7 Structure                                                     | 7        |
| 1.8 Key Findings                                                  | 7        |
| <b>Quantitative Data</b>                                          | <b>9</b> |
| 2.1 Service Delivery Context                                      | 9        |
| 2.1.1 Employment numbers                                          | 9        |
| 2.1.2 Employment categories                                       | 11       |
| 2.1.3 Employment gender profile                                   | 11       |
| 2.1.4 Workplace diversity                                         | 12       |
| 2.1.5 Workforce age profile                                       | 13       |
| 2.1.6 Employee length of service                                  | 13       |
| 2.1.7 Employment turnover                                         | 14       |
| 2.2 Skills Audit and Assessment                                   | 15       |
| 2.2.1 Skills landscape                                            | 15       |
| 2.2.2 Occupational shortages                                      | 19       |
| 2.2.3 Vacancies                                                   | 22       |
| 2.2.4 Service and resource sharing                                | 23       |

|                                                                 |           |
|-----------------------------------------------------------------|-----------|
| 2.3 Training Needs and Challenges                               | 24        |
| 2.3.1 Training needs                                            | 24        |
| 2.3.2 Training expenditure                                      | 25        |
| 2.3.3 Preferred delivery mode                                   | 26        |
| 2.3.4 Training delivery challenges                              | 27        |
| 2.3.5 First Nations training and development                    | 28        |
| 2.3.6 Uptake of Local Government Training Package               | 28        |
| 2.3.7 Intake of apprentices/trainees                            | 31        |
| 2.3.8 Engagement with State and Federal initiatives             | 32        |
| 2.4 Future Workforce Outlook                                    | 32        |
| 2.4.1 Emerging occupational shortages                           | 33        |
| 2.4.2 Factors impacting future skilling needs                   | 34        |
| 2.4.3 Future occupational analysis                              | 35        |
| 2.4.4 New occupations expected to emerge                        | 36        |
| 2.4.5 External pressures on workforce attraction and retention  | 36        |
| 2.4.6 Addressing future skills needs and strategies             | 37        |
| <b>Qualitative Results</b>                                      | <b>38</b> |
| 3.1 Workshop Introduction                                       | 38        |
| 3.2 Service Delivery Context                                    | 39        |
| 3.3 Skills Audit and Assessment                                 | 41        |
| 3.4 Training Needs and Challenges                               | 43        |
| 3.5 Future Workforce Outlook                                    | 45        |
| <b>Appendices</b>                                               | <b>49</b> |
| Appendix A: Detailed Methodology                                | 49        |
| Appendix B: Terms                                               | 51        |
| Appendix C: Workshop Critical Occupations and Skills Assessment | 53        |

# 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

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 Western Australian Local Government Association (WALGA) as the peak industry association and representative body for local councils<sup>1</sup> across Western Australia. Both ALGA and WALGA 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.

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

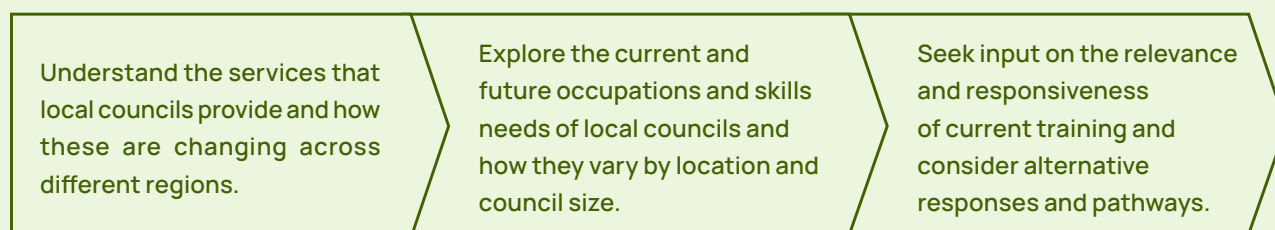
## 1.4 2025-26 Local Government Workforce Skills and Capacity Survey

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.<sup>2</sup>

## 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 Western Australia Report 2025-2026

The Western Australia Report 2025-2026 (the report) is one of the 7 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.

<sup>2</sup> 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                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>› Based on the 2025-26 Local Government Workforce Skills and Capacity Survey</li><li>› Based on 61 responding Western Australia local councils</li></ul> |
| Section 2: Qualitative Results                                                                                                                                                                 |
| <ul style="list-style-type: none"><li>› Based on in-person and online workshops</li><li>› Based on consultations in these workshops with 22 Western Australia local councils</li></ul>         |

# 1.8 Key Findings

Key findings taken from Western Australian local councils are summarised below.

| Chapter                     | Key Findings                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Service Delivery Context    | Shifting service delivery requirements driven by changing community needs and expectations are having an impact on delivering essential and community services. Local councils across Western Australia are increasingly adapting their service delivery models, including utilisation of shared resources to meet an expanding remit.                 |
| Skills Audit and Assessment | Occupational shortages are not isolated issues but represent systemic workforce challenges. Local councils identified persistent skill gaps with a significant focus on interpersonal skills which are becoming more important as occupations evolve and require greater interaction with stakeholders and community members to align to expectations. |

| Chapter                       | Key Findings                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Training Needs and Challenges | While VET more generally remains the most relevant training pathway, access coupled with relevancy, means the importance of alternative training pathways is growing. A quarter of local councils cannot source relevant training locally. There is also concern that some VET courses do not sufficiently cover critical skills including relationship building, community engagement, and effective communication, leading to unmet training needs. |
| Future Workforce Outlook      | The factors impacting future skilling needs are the same as those driving increased complexity in service provision today including new occupations expected to emerge in digital transformation, regulation, community services and the environment.                                                                                                                                                                                                 |

# Quantitative Data

## 2.1 Service Delivery Context

### Key Findings:

Shifting service delivery requirements driven by changing community needs and expectations are having an impact on delivering essential and community services. Local councils across Western Australia are increasingly adapting their service delivery models, including utilisation of shared resources to meet an expanding remit.

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 Western Australia Local Government industry-sector employed 26,500 people as of June 2025. This represents an average annual growth rate of 2.4 per cent per year (2018 to 2025).

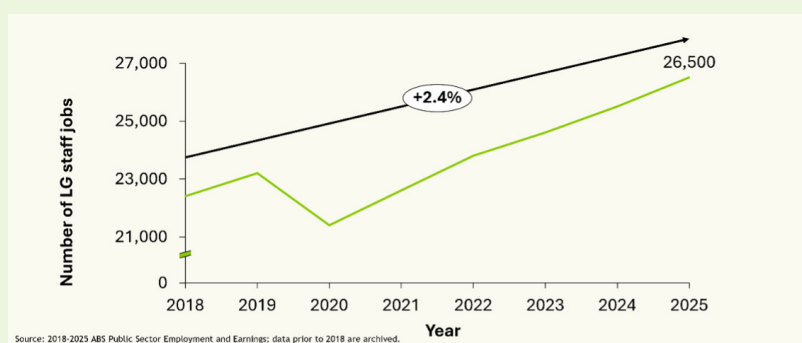


Figure 1:

Western Australia Local Government employment data, 2018-2025

Based on the survey, 46 per cent of responding local councils (n=28) anticipated that by June 2026 the size of their workforce would increase, 46 per cent (n=28) expected it to remain the same, and 5 per cent (n=3) believed their workforce size would decrease (two local councils were unsure).

The Western Australia Local Government industry-sector is primarily made up of small local councils, with 67 per cent employing fewer than 100 employees.

## Key data

However, employment size varies significantly, ranging from nine employees at the smallest local council (Shire of Ngaanyatjaraku) to 1,537 employees at the largest (City of Stirling).

In summary, the share of local councils with:

- › more than 1,000 employees increased by five percentage points
- › 500-1,000 employees decreased by 48 percentage points
- › 100-500 employees decreased by seven percentage points
- › Fewer than 100 employees increased by 51 percentage points

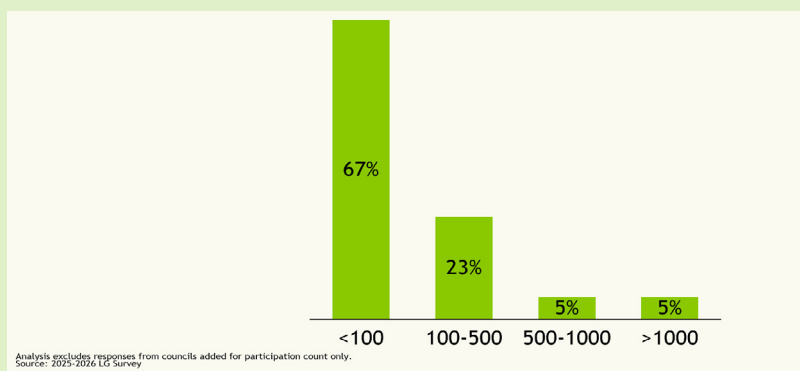


**Figure 2:**

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

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

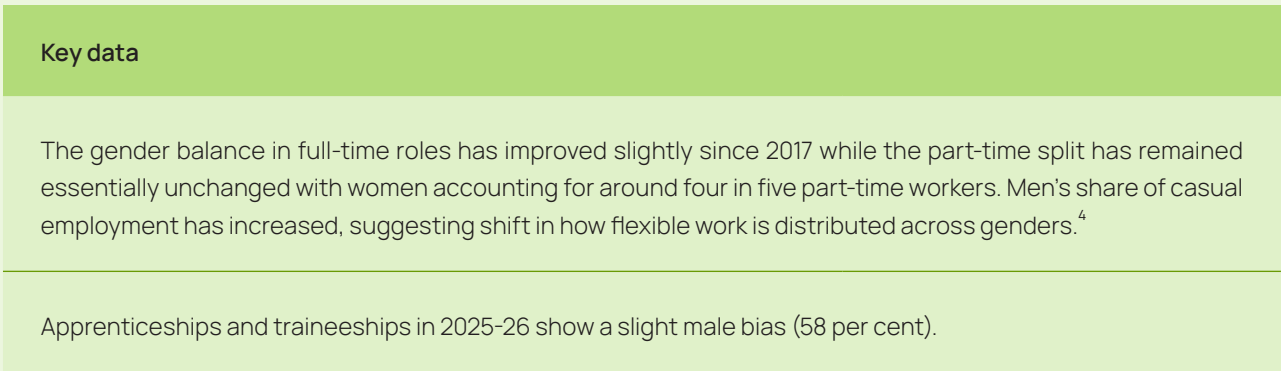
- › Rural/remote local councils were predominantly small in scale, with over 80 per cent employing fewer than 100 employees. The remaining local councils employed between 100 and 499 employees.
- › Regional local councils demonstrated greater size variation as 50 per cent employed between 100 and 499 employees, while 25 per cent employed between 500 and 1000 employees.
- › Metropolitan local councils also spanned the full range of local council size, however there is a greater percentage of small metropolitan local councils in Western Australia than elsewhere.

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



## 2.1.3 Employment gender profile



<sup>4</sup> While this indicates greater access to ongoing roles for women, it may not result in increased senior representation as the survey does not measure progression or tenure.

## Key data

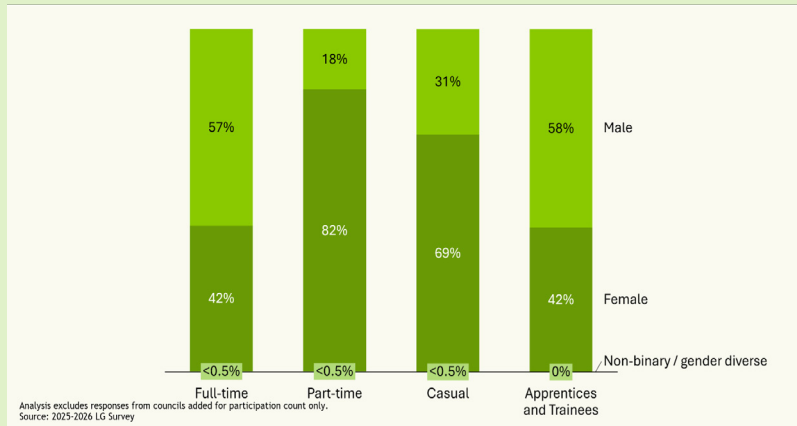


**Figure 4:**

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

## 2.1.4 Workplace diversity<sup>5</sup>

### Key data

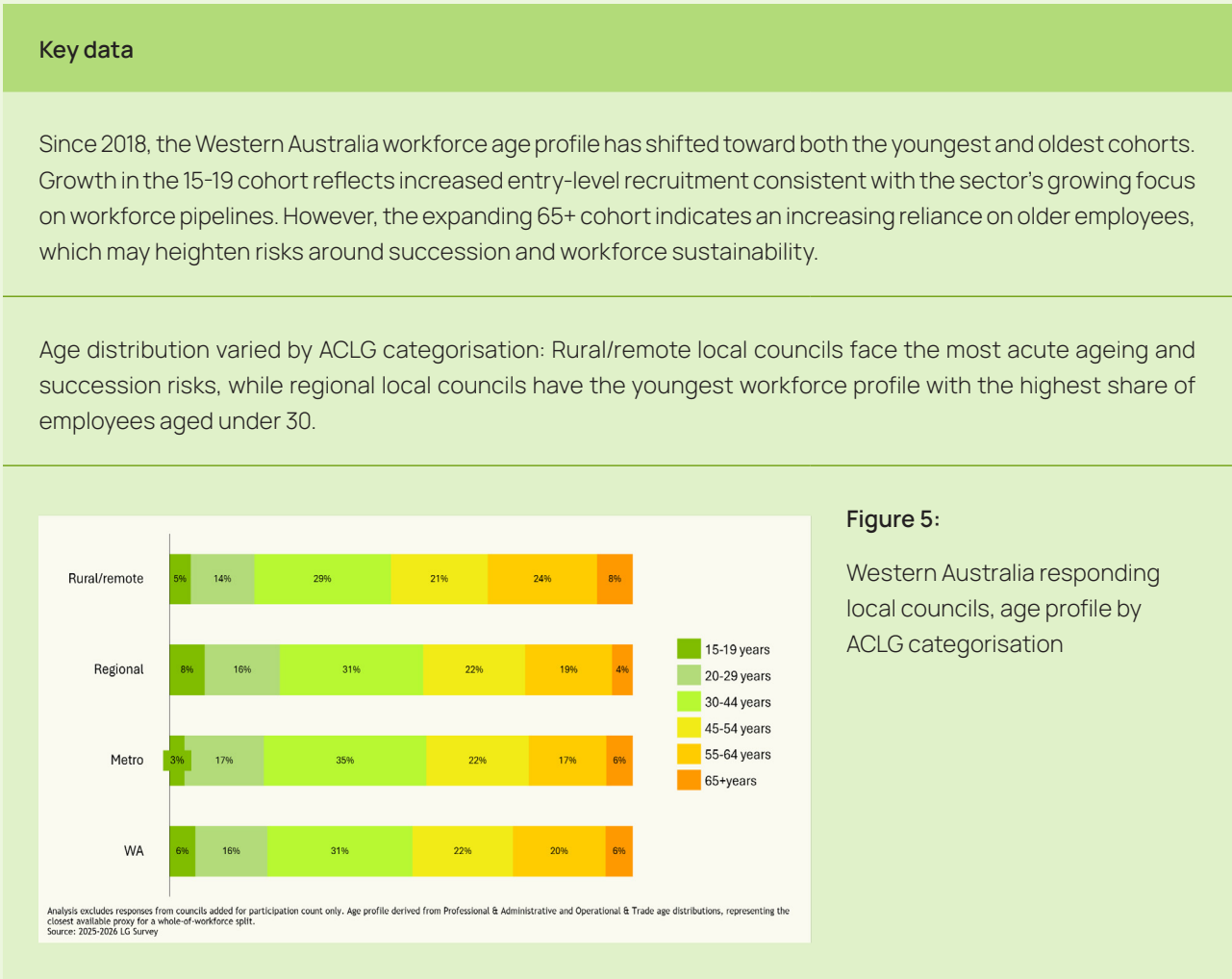
Seventy-two per cent (n=44) of responding local councils reported employing Culturally and Linguistically Diverse (CALD) employees representing a weighted average of 6.9 per cent of the workforce.

Forty-four per cent (n=27) of local councils reported employing employees with a disability, representing a weighted average of 1.7 per cent of the workforce.

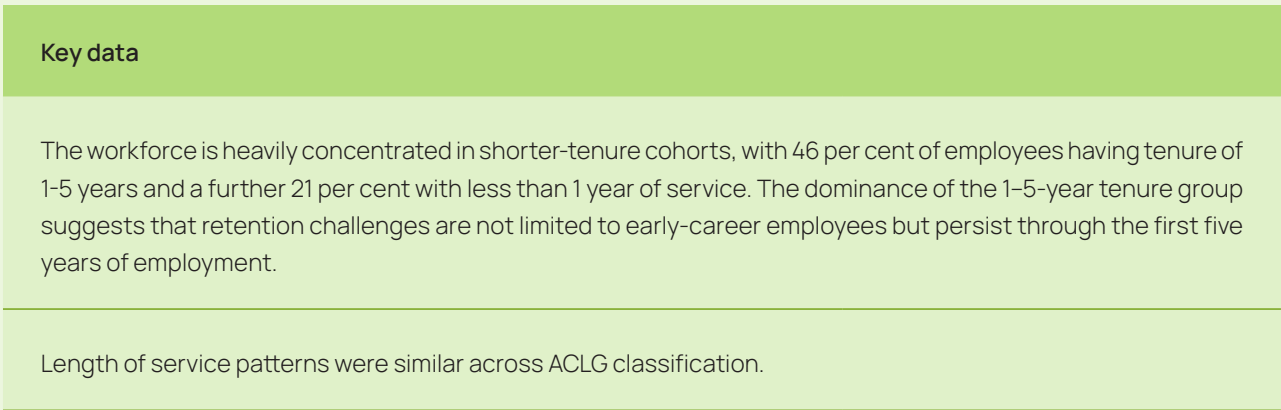
Sixty-seven per cent (n=41) of local councils reported having First Nations employee representing a weighted average of 1.9 per cent of the workforce.

<sup>5</sup> 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.

## 2.1.5 Workforce age profile



## 2.1.6 Employee length of service



## Key data

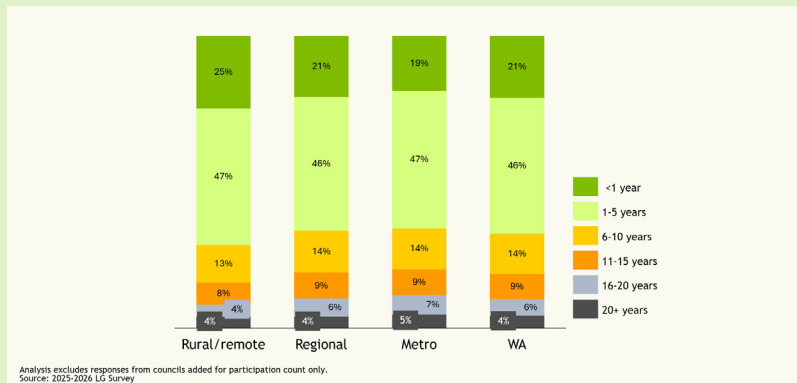


**Figure 6:**

Western Australia responding local councils, employee's length of service by ACLG categorisation

## 2.1.7 Employment turnover

### Key data

Average unplanned turnover in responding local councils rose to 13.3 per cent from 7.8 per cent in 2018.

The occupations experiencing the greatest unplanned turnover according to responding local councils are clustered into two workforce segments:

- › Administration and corporate services occupations are the most affected, reflecting both limited staffing in smaller local councils and high labour mobility in metropolitan markets.
- › Works and operational roles driven by sustained competition from mining and private construction.

# 2.2 Skills Audit and Assessment

## Key Findings:

Occupational shortages are not isolated issues but represent systemic workforce challenges. Local councils identified persistent skill gaps with a significant focus on interpersonal skills which are becoming more important as occupations evolve and require greater interaction with stakeholders and community members to align to expectations.

## 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                                                                                                                                                       |                                                                                                                                                     |
|-----------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Interpersonal Skills</b>             | Communication                                  | <ul style="list-style-type: none"> <li>› Professional communication (written and verbal)</li> <li>› Report and technical writing</li> <li>› Presentation skills</li> </ul> | <ul style="list-style-type: none"> <li>› Teamwork</li> <li>› Stakeholder engagement, management</li> <li>› Collaboration</li> </ul>                 |
|                                         | Customer and community focus                   | <ul style="list-style-type: none"> <li>› Customer service</li> <li>› Public engagement</li> <li>› Community advocacy</li> </ul>                                            | <ul style="list-style-type: none"> <li>› Community consultation and education</li> <li>› Events management</li> <li>› Cultural awareness</li> </ul> |
|                                         | Leadership, people management and mentoring    | <ul style="list-style-type: none"> <li>› People leadership and management</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>› Relationship building and management</li> </ul>                                                            |
|                                         | Emotional intelligence, empathy and resilience | <ul style="list-style-type: none"> <li>› Social awareness</li> <li>› Individual capability and capacity management</li> <li>› Resilience</li> </ul>                        | <ul style="list-style-type: none"> <li>› Psychosocial safety awareness</li> <li>› Mental health awareness</li> </ul>                                |
| <b>Transferable Professional Skills</b> | Organisation and workflow                      | <ul style="list-style-type: none"> <li>› Digital literacy</li> <li>› Time management</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>› Prioritisation and planning</li> <li>› Diligence</li> </ul>                                                |

| Tier                             | Skills Theme                                    | Specific skill types                                                                                                                  |                                                                                                                                        |
|----------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Transferable Professional Skills | Project planning and time management            | <ul style="list-style-type: none"> <li>› Project management</li> <li>› Planning and scheduling</li> </ul>                             | <ul style="list-style-type: none"> <li>› Long term planning</li> </ul>                                                                 |
|                                  | Problem Solving, critical thinking and analysis | <ul style="list-style-type: none"> <li>› Strategic thinking</li> <li>› Innovation</li> <li>› Problem solving</li> </ul>               | <ul style="list-style-type: none"> <li>› Diagnostics</li> <li>› Research and data analysis</li> <li>› Business intelligence</li> </ul> |
|                                  | Conflict management and enforcement             | <ul style="list-style-type: none"> <li>› Conflict resolution</li> <li>› Negotiation</li> <li>› Influencing</li> </ul>                 | <ul style="list-style-type: none"> <li>› De-escalation</li> <li>› Investigation and reporting</li> <li>› Debt collection</li> </ul>    |
|                                  | Change management and transformation            | <ul style="list-style-type: none"> <li>› Change management</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>› Strategy planning</li> </ul>                                                                  |
|                                  | Data, reporting and analytics                   | <ul style="list-style-type: none"> <li>› Data analysis</li> <li>› Data modelling</li> </ul>                                           | <ul style="list-style-type: none"> <li>› Data reporting</li> </ul>                                                                     |
| Occupation Specific Skills       | Environmental sustainability                    | <ul style="list-style-type: none"> <li>› Environmental management</li> </ul>                                                          |                                                                                                                                        |
|                                  | Digital and technology systems                  | <ul style="list-style-type: none"> <li>› Digital / IT systems &amp; software competency</li> <li>› Artificial Intelligence</li> </ul> | <ul style="list-style-type: none"> <li>› Cybersecurity</li> </ul>                                                                      |

| Tier                       | Skills Theme                           | Specific skill types                                                                                                                                       |                                                                                                                        |
|----------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Occupation Specific Skills | Risk and safety                        | <ul style="list-style-type: none"> <li>› Risk assessment</li> <li>› Risk management</li> <li>› Workplace health and safety</li> </ul>                      | <ul style="list-style-type: none"> <li>› Site safety</li> <li>› Emergency and disaster management</li> </ul>           |
|                            | Legislation, regulation and governance | <ul style="list-style-type: none"> <li>› Legislation and regulation interpretation</li> <li>› Audit and compliance</li> </ul>                              | <ul style="list-style-type: none"> <li>› Corporate governance</li> </ul>                                               |
|                            | Finance and procurement                | <ul style="list-style-type: none"> <li>› Financial management</li> <li>› Budgeting</li> <li>› Financial planning</li> <li>› Contract management</li> </ul> | <ul style="list-style-type: none"> <li>› Asset management</li> <li>› Procurement</li> <li>› Grant writing</li> </ul>   |
|                            | Technical skills                       | <ul style="list-style-type: none"> <li>› CASA knowledge</li> <li>› Understanding of place making</li> <li>› Heavy duty mechanic</li> </ul>                 | <ul style="list-style-type: none"> <li>› Tech 1 skills – CRP</li> <li>› Animal welfare</li> <li>› First aid</li> </ul> |

## 2.2.2 Occupational shortages

Seventy-nine per cent of local councils (n=48) reported experiencing occupational shortages indicating that occupational shortages are not isolated issues but represent a systemic workforce challenge. Environmental health officers and building surveyors remain the two most persistent shortages since 2018, with the intensity of reported shortages increasing over the period. Urban/town planners and WHS professionals have emerged as new shortage areas. Occupational shortages are broadly consistent across ACLG classification.

**Table 1:** Western Australia responding local councils, top occupational shortages, 2025-26 Survey

| Category                   | Occupation                    | # Responding local councils | % Responding local councils (n=61) |
|----------------------------|-------------------------------|-----------------------------|------------------------------------|
| Professional and Technical | Environmental Health Officers | 23                          | 37.7%                              |
|                            | Building Surveyors            | 19                          | 31.1%                              |
|                            | Urban/Town Planners           | 17                          | 27.9%                              |
|                            | Accountants                   | 17                          | 27.9%                              |
|                            | Governance/Risk Managers      | 16                          | 26.2%                              |
|                            | Engineers                     | 14                          | 23.0%                              |
|                            | Project Managers              | 13                          | 21.3%                              |
|                            | WHS Professionals             | 13                          | 21.3%                              |
|                            | ICT Professionals             | 12                          | 19.7%                              |
|                            | HR Professionals              | 11                          | 18.0%                              |

| Category              | Occupation                  | # Responding local councils | % Responding local councils (n=61) |
|-----------------------|-----------------------------|-----------------------------|------------------------------------|
| Operational and Trade | Truck Drivers               | 19                          | 26.2%                              |
|                       | Customer Service            | 18                          | 21.3%                              |
|                       | Labourers                   | 17                          | 19.7%                              |
|                       | Trades - Mechanical         | 16                          | 18.0%                              |
|                       | Accounts/Payroll Clerk      | 14                          | 18.0%                              |
|                       | Trades - Horticultural      | 11                          | 14.8%                              |
|                       | IT/ICT Technicians          | 9                           | 11.5%                              |
|                       | Waste Management/ Recycling | 9                           | 8.2%                               |
|                       | Supervisors/Team Leaders    | 8                           | 8.2%                               |
|                       | Trades - Automotive         | 8                           | 6.6%                               |

Local councils reported recruiting less qualified applicants to mitigate shortages in occupations such as governance/risk managers (26 per cent), accountants (26 per cent), environmental health officers (25 per cent) and building surveyors (23 per cent). The occupations in which local councils have employed less-skilled applicants mostly align with the occupations where they reported experiencing shortages.

Occupational shortages are driven more by local councils' ability to attract and retain employees in constrained labour and housing markets than by absolute shortages of skills alone. Unattractive salaries/remuneration and regional/rural/remote location are the joint leading drivers of occupational shortages, each cited by 34 per cent of responding local councils (n=21). Skills supply factors are secondary, with insufficient qualifications or experience and competition from other sectors each cited by 20 per cent of local councils (n=12).

**Table 2:** Western Australia responding local councils, drivers of occupational shortages, 2025-26 Survey

| Driver of occupational shortages                | % local governments responding (n=61) |
|-------------------------------------------------|---------------------------------------|
| Uncompetitive salaries/remuneration             | 34%                                   |
| Regional/rural/remote location                  | 34%                                   |
| Lack of housing/accommodation                   | 33%                                   |
| Insufficient qualifications/training/experience | 20%                                   |
| Competition from other sectors/employers        | 20%                                   |
| Insufficient qualified candidates/applicants    | 8%                                    |
| Industry-wide skill shortages                   | 7%                                    |
| Limited local talent pool                       | 5%                                    |
| High cost of living                             | 3%                                    |
| Ageing workforce/population decline             | 2%                                    |

Based on ACLG classification, the following themes emerged:

Rural/remote local councils faced the most acute combination of structural barriers. Location and remoteness were the primary driver, compounded by housing availability and remuneration. Mining competition was a significant secondary theme, as was the small and declining population base of many rural communities further constrains local applicant pools.

Regional local councils cited industry-wide skill shortages as their primary driver, reflecting the reality that regional cities compete with both metropolitan employers and the private sector for a limited national pool of qualified professionals. Housing and remuneration each featured in around half of regional responses.

Metropolitan local councils identified remuneration and market competition as their dominant themes, with qualification and training pipeline gaps also noted. One local council specifically commented that fewer universities are offering relevant degree programs in some technical fields, contributing to an industry-wide supply deficit.

### 2.2.3 Vacancies

Across the sector, 66 per cent (n=40) of local councils were understaffed, with average vacancy rates of 4.4 per cent. High rates of understaffing were distributed across ACLG classification, however regional local councils are most likely to be understaffed while rural/remote local councils that are understaffed face the most severe shortages. The higher rural/remote local councils vacancy rate (5.3 per cent) reflects the compounding effects of remoteness, housing unavailability and salary competitiveness reported as drivers of occupational shortages.



### Strategies to address occupation shortages and skills gaps.

Sixty-four per cent (n=39) of local councils reported experiencing skills gaps across 94 occupations. Engineering roles and operational civil trades were the occupations where skill gaps were most frequently cited. Local councils noted the following as successful strategies to fill occupational shortages:

|                                                                |
|----------------------------------------------------------------|
| 57 per cent (n=35) reskilled or upskilled existing employees   |
| 49 per cent (n=30) used advertising and social media platforms |
| 25 per cent (n=15) engaged external recruitment agencies       |
| 18 per cent (n=11) sought candidates through graduate pathways |
| 16 per cent (n=10) reported using contingent employees         |

Local councils noted the following to address skills gaps:

|                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------|
| 57 per cent (n=35) reported offering informal on-the-job training                                                                     |
| 49 per cent (n=30) provided targeted training courses                                                                                 |
| 48 per cent (n=29) allowed employees to act up or across into other roles to develop internal capability while filling immediate gaps |
| 48 per cent (n=29) offered coaching and mentoring                                                                                     |
| 10 per cent (n=6) facilitated secondments or exchanges to other workplaces                                                            |

### 2.2.4 Service and resource sharing

Fifty-seven per cent of Western Australia local councils (n=35) reported undertaking service or resource sharing arrangements with other local councils. Analysis of the 34 responses detailing shared arrangements across diverse occupations including environmental health officers on shared or contracted arrangements, ranger services, building surveying, town planning, community emergency services management (CESM), bushfire risk mitigation, works crew and machinery hire, IT services, library systems, governance and graduate engineer sharing.

## 2.3 Training Needs and Challenges

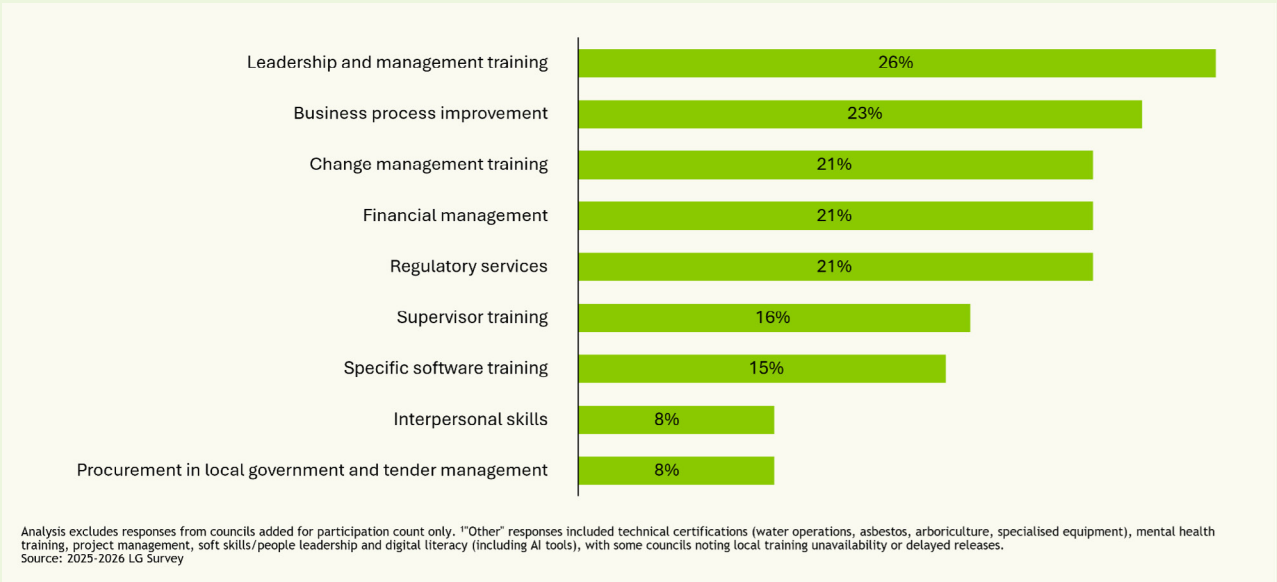
### Key Finding:

While VET more generally remains the most relevant training pathway, access coupled with relevancy, means the importance of alternative training pathways is growing. A quarter of local councils cannot source relevant training locally. There is also concern that some VET courses do not sufficiently cover critical skills including relationship building, community engagement, and effective communication, leading to unmet training needs.

### 2.3.1 Training needs

Unmet training needs significantly decreased from 73 per cent of local councils in 2018 to 41 per cent (n=25) in 2025-26, with leadership and management training emerging as the most significant unmet need. Specific unmet training needs are shown in descending order in Figure 7 below.

**Figure 7:** Western Australia responding local councils, unmet training needs, 2025-26 Survey



In 2025-26, local sourcing and content relevance remain the primary barriers to training, consistent with 2018, but are now compounded by internal constraints around employee time and budget. The most cited driver is the inability to source quality training programs or trainers that can be delivered locally.

**Table 3:** Western Australia responding local councils, Drivers of unmet training needs, 2025-26 Survey

| Driver of unmet training need                                                            | % local governments responding (n=61) |
|------------------------------------------------------------------------------------------|---------------------------------------|
| Unable to source quality training programs and/or trainers that can be delivered locally | 25%                                   |
| Employees haven't had time to attend training                                            | 23%                                   |
| Council budget is insufficient for this training                                         | 20%                                   |
| Unable to source training programs with relevant content                                 | 18%                                   |
| Travel cost of sending staff away to attend training is too high                         | 18%                                   |
| Lack of time to organise training                                                        | 13%                                   |
| Mandatory training consuming the entire training budget                                  | 7%                                    |
| Lack of support from managers/supervisors to send staff on training courses              | 7%                                    |

## 2.3.2 Training expenditure

Most local councils maintained or increased training investment despite fiscal pressures. Increases were most common among regional local councils. Some local councils provided further detail explaining changes in training expenditure. The most cited drivers of changes were:

| Drivers                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic investment in leadership development and upskilling, with several local councils noting a deliberate organisational shift toward employee capability. |
| Budget constraints limiting expenditure, with several local councils citing competing priorities and reduced capacity to fund discretionary training programs.  |
| Staff turnover generating retraining costs, as local councils absorbed the expense of bringing new or under-skilled recruits up to the required standard.       |

| Drivers                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rising training costs from providers, compounded in some cases by salary growth increasing training budgets set as a percentage of total employment costs.        |
| Increasing regulatory compliance requirements, including new certification obligations for operational employees and a broader push to meet compliance standards. |

**Table 4:** Western Australia responding local councils, change in training expenditure by ACLG

| Change in training expenditure | Rural/remote | Regional | Metro    | WA        |
|--------------------------------|--------------|----------|----------|-----------|
| Decreased                      | 5 (11%)      | 0 (0%)   | 1 (11%)  | 6 (10%)   |
| Increased                      | 16 (36%)     | 4 (50%)  | 4 (44%)  | 24 (39%)  |
| Remained the same              | 23 (52%)     | 4 (50%)  | 4 (44%)  | 31 (51%)  |
| <b>Total</b>                   | <b>44</b>    | <b>8</b> | <b>9</b> | <b>61</b> |

### 2.3.3 Preferred delivery mode

Blended learning through a combination of face-to-face and online training is the most preferred training delivery mode in Western Australia and is evident across all ACLG classifications. Table 5 provides the detailed breakdown by ACLG classification.

**Table 5:** Western Australia responding local councils, preferred training delivery mode by ACLG, 2025-26 Survey

| Preferred training delivery mode                     | Rural/Remote | Regional | Metro    | WA        |
|------------------------------------------------------|--------------|----------|----------|-----------|
| Blended learning (in person, self-paced and virtual) | 28 (64%)     | 4 (50%)  | 6 (67%)  | 38 (62%)  |
| In person, face-to-face delivery                     | 15 (34%)     | 3 (38%)  | 2 (22%)  | 20 (33%)  |
| Virtual delivery                                     | 1 (2%)       | 1 (12%)  | 0        | 2 (3%)    |
| Self-paced learning                                  | 0            | 0        | 1 (11%)  | 1 (2%)    |
| <b>Total</b>                                         | <b>44</b>    | <b>8</b> | <b>9</b> | <b>61</b> |

### 2.3.4 Training delivery challenges

Out of 61 responding local councils, 47 identified challenges affecting training delivery, with constraints spanning budget, workforce logistics and delivery mode:

|                                    |                                                                                                                                                                                                                                                                           |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Cost and budget pressures</b>   | Budget constraints were the most pervasive barrier, encompassing direct training costs, employees release and coverage expenses, and the significant travel and accommodation costs associated with bringing providers to remote locations or sending employees to Perth. |
| <b>Time and workforce capacity</b> | Employee availability, service disruption, and the difficulty of scheduling training around operational demands were consistently cited.                                                                                                                                  |
| <b>Content relevance</b>           | Sourcing training with content relevant to local council functions was identified as a recurring challenge, with an over-reliance on industry-specific providers to meet this need.                                                                                       |

#### Challenges specific to in-person delivery:

##### Geography

The concentration of face-to-face training availability in Perth creates a significant barrier for regional, rural and remote local councils, with significant associated travel and accommodation costs.

##### Limited local supply

Quality facilitators willing to travel to remote locations are scarce, and where providers do attend on-site, travel and accommodation costs substantially increase the overall cost of delivery.

#### 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.

##### 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

Eight per cent (n=5) of local councils reported that they had undertaken joint training with Aboriginal Community Controlled Organisations (ACCOs). Where ACCO collaboration did occur, local councils reported strongly positive outcomes. Examples included First Nations Cultural Awareness Training delivered by providers such as Kambarang Services, Aboriginal Productions & Promotions and Real Futures, with local councils noting high employee participation and satisfaction.

## 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

Of these qualifications, 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

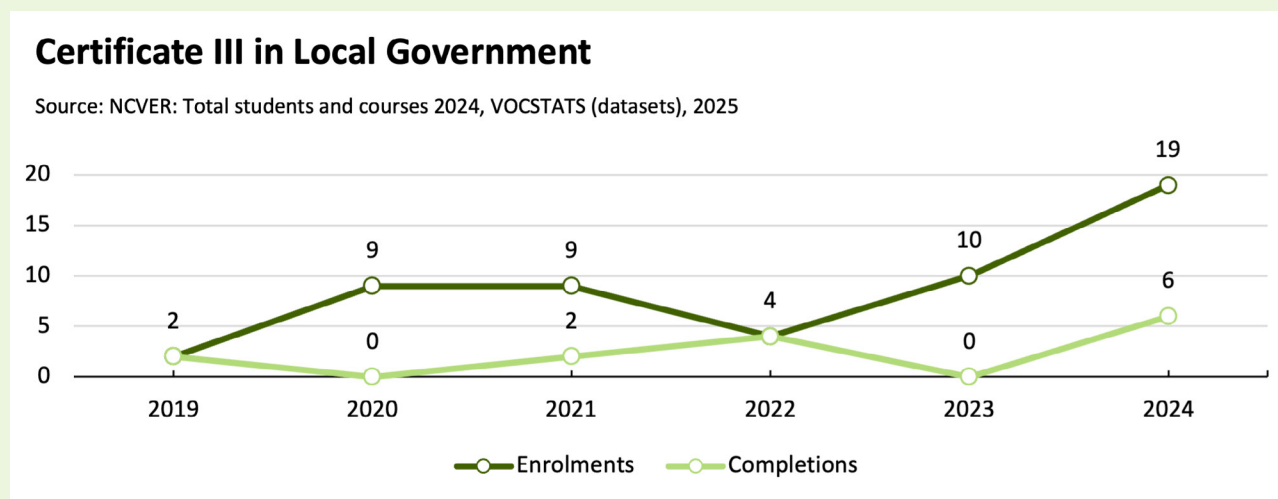


**Figure 9:** LGATP Certificate IV, Enrolments and Completions, 2019-2024

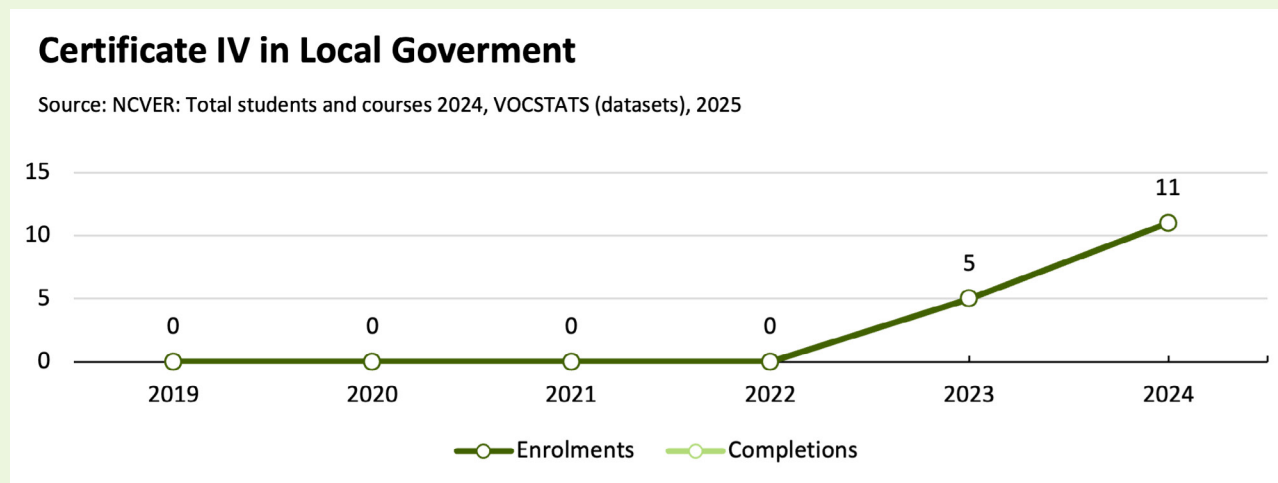
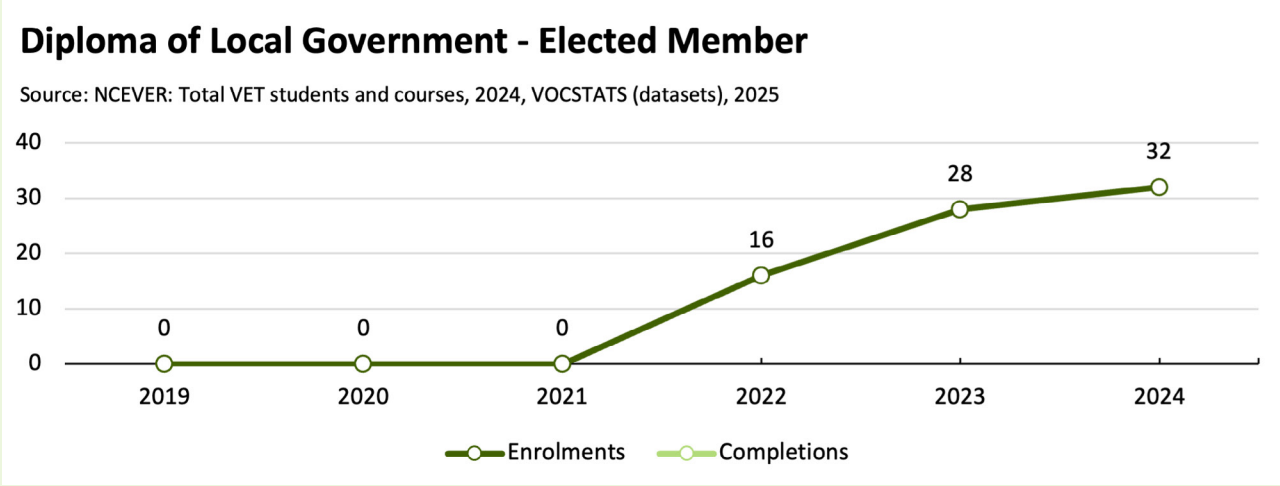


Figure 10: LGATP Diploma of Local Government – Elected Member, Enrolments and Completions, 2019-2024



A further breakdown by Unit of Competency (UoC) is provided at Table 6. 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 6: LGATP Enrolment Data by Unit of Competency, 2022-2024

| Units of Competency                               | Enrolments |      |      |
|---------------------------------------------------|------------|------|------|
|                                                   | 2022       | 2023 | 2024 |
| LGAREG001 - Implement parking controls            | 31         | 149  | 168  |
| LGACOR001 - Work in local government              | 0          | 14   | 15   |
| LGAREG002 - Provide evidence in court             | 0          | 8    | 30   |
| LGAMEM002 - Perform elected member functions      | 19         | 21   | 32   |
| LGACOR011 - Analyse financial reports and budgets | 16         | 21   | 29   |
| LGAMEM001 - Meet elected member responsibilities  | 18         | 22   | 28   |
| LGACOR010 - Oversee asset management strategy     | 8          | 11   | 19   |

| Units of Competency                                                |            | Enrolments |            |
|--------------------------------------------------------------------|------------|------------|------------|
| LGAMEM003 - Contribute to high level strategic decision making     | 5          | 11         | 16         |
| LGAPLA003 - Assess development applications and implement planning | 3          | 16         | 13         |
| <b>TOTALS</b>                                                      | <b>100</b> | <b>273</b> | <b>350</b> |

Since the LGATP was reviewed enrolments across the UoC have increased by 250 per cent, although this is heavily concentrated in a singular UoC, with 'Implement parking controls' accounting for nearly half of all UoC enrolments in 2024.

### 2.3.7 Intake of apprentices/trainees

Sixty-two per cent (n=38) of local councils reported their current trainee intake is insufficient to meet future skilling needs; 64 per cent (n=39) reported their current apprentice intake is also insufficient.

Key barriers include:

**Supervision and capacity burden:** Local councils report lack of sufficient qualified supervisors with the time and capacity to support participants. Multiple local councils noted that the ratio of supervisory employees to operational employees is too limited to support additional trainees without compromising service delivery.

**Funding and budget constraints:** Salary costs and limited access to program funding were commonly cited, with several local councils noting that the available wage subsidy amounts do not cover the full cost.

**Lack of suitable applicants:** Several local councils, particularly in remote locations, reported receiving no expressions of interest for advertised traineeships and apprenticeships, reflecting both small local labour markets and limited awareness of local council as a career pathway.

**Administrative complexity:** The grant application, reporting and compliance requirements associated with funded traineeships were cited as a deterrent by several local councils, with one metropolitan local council noting that the administrative burden falls primarily on HR employees already managing high workloads.

### 2.3.8 Engagement with State and Federal initiatives

Fifty-six per cent (n=34) of local councils had engaged with state or federal education, training, or other initiatives to support workforce development over recent years. Thirty-two local councils provided details, revealing where the initiatives were utilised:

A concentration in entry-level employment and financial assistance programs, including traineeship programs, wage subsidies such as the Priority Wage Subsidy and Busy at Work Program.

Through vocational and tertiary pathways, covering technical and further education certificate programs, cadetships, and study assistance schemes.

Targeted employment programs for underrepresented groups, most notably First Nation employment initiatives such as Meedac Services.

## 2.4 Future Workforce Outlook

### Key Findings:

The factors impacting future skilling needs are the same as those driving increased complexity in service provision today including new occupations expected to emerge in digital transformation, regulation, community services and the environment.

As a result, local councils expect to face future capability deficits in the occupations most central to service delivery and compliance. Skill gaps are also expected to widen as local council manage demographic shifts and evolving occupation expectations.

## 2.4.1 Emerging occupational shortages

Without deliberate intervention in workforce supply, the sector faces a compounding capability deficit in the roles most central to service delivery and compliance. The alignment of current and anticipated future occupational shortages, with environmental health officers, building surveyors, urban/town planners, accountants and governance/risk managers prominent in both, signals that local councils do not expect existing pipeline pressures to ease.

**Table 7:** Western Australia responding local councils, occupational shortages in the future, 2025-26 Survey

| Category                   | Occupation                    | # Responding local councils | % Responding local councils (n=61) |
|----------------------------|-------------------------------|-----------------------------|------------------------------------|
| Professional and Technical | Environmental Health Officers | 25                          | 41.0%                              |
|                            | Accountants                   | 20                          | 32.8%                              |
|                            | Governance/Risk Managers      | 19                          | 31.1%                              |
|                            | Building Surveyors            | 17                          | 27.9%                              |
|                            | Urban/Town Planners           | 17                          | 27.9%                              |
|                            | ICT Professionals             | 16                          | 26.2%                              |
|                            | Engineers                     | 14                          | 23.0%                              |
|                            | HR Professionals              | 11                          | 18.0%                              |
|                            | Community Engagement Officers | 11                          | 18.0%                              |
|                            | Asset/Facilities Managers     | 11                          | 18.0%                              |

| Category              | Occupation                 | # Responding local councils | % Responding local councils (n=61) |
|-----------------------|----------------------------|-----------------------------|------------------------------------|
| Operational and Trade | Labourers                  | 13                          | 21.3%                              |
|                       | Truck Drivers              | 12                          | 19.7%                              |
|                       | Customer Service           | 12                          | 19.7%                              |
|                       | Accounts/Payroll Clerk     | 11                          | 18.0%                              |
|                       | Trades - Mechanical        | 10                          | 16.4%                              |
|                       | Trades - Horticultural     | 9                           | 14.8%                              |
|                       | Supervisors/Team Leaders   | 8                           | 13.1%                              |
|                       | Waste Management/Recycling | 7                           | 11.5%                              |
|                       | IT/ICT Technicians         | 6                           | 9.8%                               |
|                       | Trades - Construction      | 6                           | 9.8%                               |

### 2.4.2 Factors impacting future skilling needs

Increased levels of governance and compliance was the top skilling pressure identified in 2025, building on its presence in 2018 but now outranking all other factors, reflecting a material increase in regulatory burden across the sector. The ageing workforce concern from 2018 has persisted and encompass succession, knowledge transfer and pipeline development.

**Table 8:** Western Australia responding local councils, factors impacting future skilling needs, 2025-26 Survey

| Factor                                            | # Responding local councils | % Responding local councils (n=61) |
|---------------------------------------------------|-----------------------------|------------------------------------|
| Increasing levels of governance and compliance    | 50                          | 82%                                |
| Increasing community needs and expectations       | 47                          | 77%                                |
| Generational workforce changes                    | 42                          | 69%                                |
| Major council or external infrastructure projects | 37                          | 61%                                |
| Changes in government funding levels              | 33                          | 54%                                |
| Growth in local government area                   | 29                          | 48%                                |
| Technological change including AI                 | 27                          | 44%                                |
| Climate change                                    | 10                          | 16%                                |

### 2.4.3 Future occupational analysis

In 2025-26, 18 per cent of responding local councils reported undertaking analysis of future job roles and requirements, increasing from 8 per cent in 2018. However, overall uptake remains low, indicating that many local councils continue to face capacity constraints in conducting formal workforce analysis despite recognising the importance of workforce planning.

### 2.4.4 New occupations expected to emerge

Twenty-seven responding local councils identified new roles expected to emerge over the next 3 years, revealing major themes:

|                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The strongest and most consistent theme related to occupations in AI management and governance, digital transformation leadership, data analytics, drone operation, IT systems management and Technology One specialisation. |
| Increased regulatory complexity such as the Privacy and Responsible Information Sharing Act 2024 is driving anticipated demand for governance specialists, risk management officers and compliance coordinators.             |
| Roles in aged care, community support, healthy ageing and homelessness response were reflecting demographic changes in their communities and the increasing expectation on local councils in social services delivery.       |
| Environmental and sustainability officers, climate response roles and waste management specialists were anticipated.                                                                                                         |

### 2.4.5 External pressures on workforce attraction and retention

Local councils noted the following external pressures:

|                                                                                                                                       |                                                                                                                                     |                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <b>Housing pressures</b><br>Reflecting broader housing affordability challenges across the state - most significant impact.           | <b>Long term funding certainty</b><br>Reflecting uncertainty about maintaining workforce levels in constrained fiscal environments. | <b>Changing local economy</b><br>Reflecting economic transition pressures and competition for skilled workers. |
| <b>Community expectations</b><br>Reflecting increasing complexity of community engagement and occasional aggression toward employees. | <b>Mental health</b><br>Reflecting growing recognition of workforce wellbeing challenges..                                          |                                                                                                                |

### 2.4.6 Addressing future skills needs and strategies

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

|                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local councils called for TAFE and university programs to provide locally delivered, locally relevant training programs and for subsidised access to education and blended learning to reduce travel cost and time. |
| Increased government funding for salaries (particularly for trainees and apprenticeships), program delivery and workforce development capacity.                                                                     |
| Housing support was identified as inseparable from workforce development as without it, skilled employees cannot be attracted or retained, making all other skills investment less effective.                       |
| Tailored support for rural/remote local councils including a collaborative pool model that recognises that standard models do not translate to remote contexts.                                                     |
| Structured support in talent pipeline development, succession planning and knowledge transfer.                                                                                                                      |
| Sharing industry-sector partnerships and collaborative training models as practical mechanisms, especially for smaller local councils that cannot sustain independent programs.                                     |

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

| 80 per cent<br>(n=49)                         | 69 per cent<br>(n=42)       | 56 per cent<br>(n=34)                          | 30 per cent<br>(n=18)          | 18 per cent<br>(n=11)           |
|-----------------------------------------------|-----------------------------|------------------------------------------------|--------------------------------|---------------------------------|
| Flexible training and development approaches. | Targeted training programs. | Improving access to educational opportunities. | Sharing resource arrangements. | Building industry partnerships. |

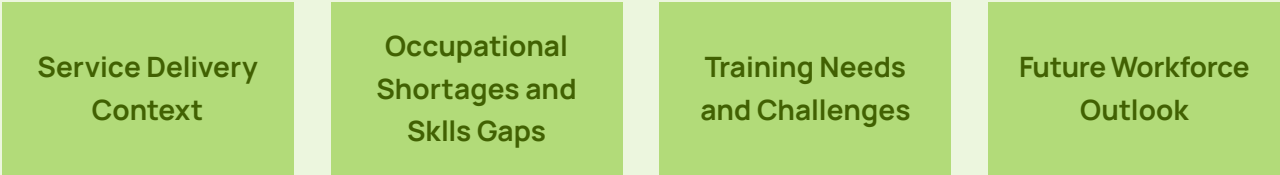
# Qualitative Results

## 3.1 Workshop Introduction

In October 2025, a series of Local Government Skills Audit Workshops were undertaken involving representatives from 23 of the 137 local councils in Western 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 Western Australia, workshops were held in:

| Workshop Location | Date            | Participating local councils                                                                                       |                                                                                                                                     |
|-------------------|-----------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Busselton         | 7 October 2025  | 1. Shire of Augusta Margaret River<br>2. City of Busselton                                                         | 3. Shire of Capel<br>4. Shire of Collie                                                                                             |
| Perth             | 8 October 2025  | 5. City of Bayswater<br>6. City of Joondalup<br>7. City of Kalamunda<br>8. City of Subiaco<br>9. City of Swan      | 10. City of Wanneroo<br>11. Shire of Gnowangerup<br>12. Town of Halls Creek<br>13. Town of Mosman Park<br>14. Town of Victoria Park |
| Online            | 10 October 2025 | 15. City of Albany<br>16. City of Cockburn<br>17. City of Gosnells<br>18. City of Karratha<br>19. City of Mandurah | 20. Shire of Halls Creek<br>21. Shire of Manjimup<br>22. Shire of Murray<br>23. Shire of Waroona                                    |

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



### 3.2 Service Delivery Context

The first activity 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 jobs 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 councils are finding it challenging to deliver a range of services because of workforce and skills gaps.

Participating local councils consistently identified five service areas as the most challenging to deliver due to job and skills gaps. These are:

|                                |                                                                                                                                                                                                                       |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assets and infrastructure      | Skills shortages are pronounced in engineering, building, and planning jobs. Specific challenges involve hiring surveyors and construction personnel, particularly for road-related projects.                         |
| Community Services             | Key challenges include recruiting employees for services such as waste management, pool operations, and ranger duties, all of which are critical to community wellbeing.                                              |
| Corporate Services             | Corporate functions such as finance (e.g. rates processing), information technology (IT), workplace health and safety (WHS), and compliance are areas experiencing acute skills deficits.                             |
| Sustainability and environment | Filling occupations requiring specialised expertise, such as coastal engineers and arborists, has become increasingly problematic. These gaps threaten sustainable resource management and environmental protections. |
| Emergency Services             | Regional local councils reported front-line gaps in their emergency services workforce, particularly due to volunteer shortages.                                                                                      |

## Policy and legislation, technology, and cultural competency are driving change for local councils.

Local councils across Western Australia are increasingly adapting their service delivery models to meet changing community needs and expectations, fill market gaps, and respond to external pressures.

The themes noted below, highlight the need for strategic workforce planning and organisational adaptability to meet these new demands.

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Expanded remit</b>                    | Local councils need to adapt to an expanding remit, as responsibilities traditionally held by others, such as waste management, permit assessment, and housing, are increasingly passed down to local councils.                                                                                                                                                                                |
| <b>Legislation and policy changes</b>    | Legislative changes have added complexity to compliance requirements for local councils. Key examples include the Privacy and Responsible Information Sharing (PRIS) Bill, which imposes stricter data protection requirements, and changes in WHS laws, which demand a stronger focus on creating safe workplaces.                                                                            |
| <b>Technological advancements</b>        | Technological advancements, including the rise of AI, are influencing how local councils operate. Local councils are exploring how to adopt AI and other tools to enhance service delivery, while also working to establish robust policies to address security, privacy and ethical considerations, whilst also contending with legacy IT systems that will increasingly need to be replaced. |
| <b>Increasing community expectations</b> | Diversifying communities, require more diverse services while at the same time rising community expectations and hostility is driving investment in conflict resolution training, safety protocols, and engagement strategies.                                                                                                                                                                 |
| <b>Cultural competency</b>               | Cultural competency has become an increasingly important priority for local councils as they strive to deliver culturally safe and inclusive services.                                                                                                                                                                                                                                         |
| <b>Volunteer challenges</b>              | Declining volunteerism is especially pronounced in emergency preparedness jobs and poses a significant challenge to services that rely heavily on volunteer support.                                                                                                                                                                                                                           |

### 3.3 Skills Audit and Assessment

The second activity focused on identifying the jobs most critical for delivering local council services both now and in the future. Through small-group discussions, participants identified and debated up to ten priority jobs, drawing on shared experiences around service delivery, workforce pressures and future readiness. These conversations revealed common challenges, emerging job types and the diversity of job needs across local council types and regions. A whole-group playback session enabled cross-local council reflection and helped consolidate key themes and implications, which are summarised in the sections below.

#### The importance of corporate, technical and community-facing jobs varies across local councils.

Participants identified corporate, technical, and community-facing jobs as critical to delivering Local council services both now and in the future. The prioritisation of these jobs varied across regions, influenced by differing workforce pressures and service delivery needs. These three categories are summarised in further detail below:

| Corporate jobs:                                                                                                                                                                                                                                                                                          | Technical jobs:                                                                                                                                                                                                                                                                                                  | Community-facing jobs:                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Foundational to local council operations, with high demand for governance, performance, and risk management specialists, as well as finance officers focused on rates and procurement. IT professionals managing Enterprise Resource Planning (ERP) systems are also critical to operational efficiency. | Mechanics, building surveyors, environmental health officers, and sustainability officers, are essential for maintaining infrastructure and fulfilling service obligations. Urban/ town planning jobs were prioritised across all workshops, highlighting the need for land use and urban development expertise. | Community-facing jobs, including rangers, community safety officers, and emergency services managers, are critical for public safety and engagement, while occupations such as community development officers and events managers strengthen social cohesion. |

## Corporate and technical jobs are highly important now and into the future, but they are challenging to fill.

Frequently cited critical jobs are captured in Table 9 below, set out across the three categories.<sup>63</sup> All occupations identified were highlighted as highly important now and into the future.

**Table 9:** Critical jobs identified across workshops

| Role                                                      | Frequency |
|-----------------------------------------------------------|-----------|
| 1. Corporate Performance (e.g., Risk Manager, Accountant) | 5         |
| 2. IT/Cyber / AI / ERP Specialist                         | 5         |
| 3. Environmental Officer                                  | 4         |
| 4. Finance (Rates) Officer                                | 3         |
| 5. Urban planner                                          | 3         |
| 6. Mechanic                                               | 3         |
| 7. Community Safety / Engagement Officer                  | 3         |
| 8. Ranger / Field Officer                                 | 3         |
| 9. Work Health and Safety Officer                         | 2         |
| 10. Building Surveyor                                     | 2         |

While occupations like community safety officers, rangers, and waste services personnel were easier to fill now, they still require focused skill development to meet changing expectations.

In response to jobs shortages, some local councils have turned to outsourcing specialised technical jobs, such as those in coastal engineering, urban planning, and arboriculture. While this provides temporary relief, participants raised concerns over the long-term impacts of outsourcing, including dependency on external expertise and increased service delivery costs.

## 3.4 Training Needs and Challenges

This activity explored how well current training pathways support priority jobs 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.<sup>6</sup> They identified barriers to VET participation and shared perspectives on its accessibility, efficiency and quality.

It is important to recognise that Western Australia is unique in that it is the only state or territory with a local council-focused RTO. WALGA is an independent, member-based not-for-profit organisation that not only represents and supports the Western Australia Local Government sector as a peak body, it is also an RTO. In other states and territories, accredited training for local council tends to be delivered by generalist RTOs and TAFEs. This unique context may have influenced the insights below regarding access to, and the importance of VET. Western Australia also has its own Vocational Education and Training Regulator, the Training Accreditation Council (TAC).

### **VET remains the most relevant training pathway, but the importance of alternative pathways is growing.**

Across the workshops, VET was recognised as a critical pathway for equipping employees with the technical and operational skills needed for many local council occupations. The following two key messages emerged from the discussions:

Higher education is essential for developing advanced capabilities, especially in leadership and corporate functions like strategic planning and governance. This level of education provides the deeper expertise and broader perspective necessary for high-level decision-making roles within local councils.

Short-term, non-accredited training options are valuable for quickly addressing specific skill gaps and emerging needs. These adaptable programs offer the advantage of being both time-efficient and cost-effective, making them a practical solution for immediate skill development.

<sup>6</sup> 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.

VET plays an important role in equipping employees with requisite qualifications, addressing skill gaps, upskilling, and building a professional pipeline.

Across all workshops, VET was recognised as being important for meeting local council's workforce needs.

|                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Participants recognised the significance of VET in equipping employees with the mandatory occupation-specific skills required for various roles, including in water industry operations, conservation and ecosystem management, and arboriculture. | VET is also recognised as valuable in helping to address skills gaps. Participants in the Perth workshop reflected on the Training Alliance Program as an example - these involved employees undertaking a skills gap analysis, then receiving specialised training through TAFE to address these gaps. | Participants also noted that VET supports recruitment, by creating a pipeline of professionals for job roles that are in high demand and/or hard to fill, including community safety officers, environmental officers and rangers. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Access to relevant and timely VET qualifications will support local council to meet their workforce needs.**

The workshops identified key factors impacting the effectiveness of VET programs in meeting local council workforce needs, especially in regional and remote areas.

The main challenges noted include:

|                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The success of VET programs hinges on their ability to align with the specific skills required for local council occupations. While some successful examples exist, there is concern that many courses do not sufficiently cover necessary aspects like relationship building, community engagement, and effective communication. | The length and rigidity of many VET programs are viewed as barriers to participation, especially for employees with short-tenure or those managing significant responsibilities. Participants suggested offering individual TAFE units or developing modular, condensed course formats to better align with employee needs and time constraints. |
| Accessibility and availability of VET programs serve as major obstacles, particularly for regional local councils.                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                  |

## 3.5 Future Workforce Outlook

This activity 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 local council. 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 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.

*These skills are occupation-dependent and often linked to formal training, certifications, or regulatory requirements.*

#### Transferable professional skills:

Broad, occupation-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.*

#### Interpersonal 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.*

Table 10 below shows the skills that are most in demand in each category across local councils in Western Australia.<sup>65</sup>

**Table 10:** Skills most in demand by category across Western Australia local councils.

| Occupation-specific skills                                                                                                                                                                                                                                                                            | Transferable Professional Skills                                                                                                                                                                                                                                                                          | Interpersonal Skills                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div><div>› Asset management</div><div>› Compliance and reporting</div><div>› Cyber security</div><div>› Emergency management</div><div>› Financial management</div><div>› Legislative knowledge</div><div>› Sustainability</div><div>› Systems competency</div><div>› Strategic planning</div></div> | <div><div>› Change management</div><div>› Contract management</div><div>› Digital literacy</div><div>› Environmental scanning</div><div>› Grant application writing</div><div>› Planning and scheduling</div><div>› Problem solving</div><div>› Project management</div><div>› Report writing</div></div> | <div><div>› Advocacy and influencing</div><div>› Communication</div><div>› Cultural competence</div><div>› De-escalation</div><div>› Leadership</div><div>› Negotiation</div><div>› People management</div><div>› Stakeholder engagement</div><div>› Stakeholder management</div></div> |

Based on this analysis, the following themes were identified:

**Occupation-specific skills such as technical qualifications and capabilities are highly sought after, and demand is continuing to increase.**

|                         |                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regulatory context      | Local councils operate within an increasingly complex regulatory context, driven by evolving legislative frameworks and heightened compliance requirements. This increasing complexity means that occupation-specific skills relating to legislative knowledge and interpretation, as well as compliance and reporting, are becoming even more critical for effective delivery and governance. |
| Technological landscape | Local councils are navigating a rapidly changing technological landscape, with the rise of AI and other emerging technologies, as well as outdated, legacy systems being replaced with modern, integrated platforms. These developments have increased the need for occupation-specific skills relating to systems and cyber security.                                                         |

|                                             |                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Role and remit of local council</b>      | Local councils report increasingly taking on roles and responsibilities traditionally held by other tiers of government, leading to an increase in demand for occupation-specific skills such as waste management, sustainability, infrastructure and emergency management.                                                                                                |
| <b>Recruitment and retention challenges</b> | Local councils face challenges in recruiting and retaining employees in job roles requiring specific certifications and accreditations, including engineers and surveyors, due to factors such as competition with the private sector. To meet growing demand, some have resorted to outsourcing, with participants flagging concerns about long-term dependency and cost. |

## **Transferable professional skills and interpersonal skills are increasingly vital across all job roles within local council.**

|                             |                                                                                                                                                                                                                         |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dynamic roles</b>        | Participants reflected on the evolution of job roles, noting that they are becoming more dynamic and increasingly require cross-disciplinary skills, such as data analysis, contract management and project management. |
| <b>Community engagement</b> | A broad range of occupations within local councils involve engaging with the community. To be effective in these job roles, strong communication and interpersonal de-escalation skills are required.                   |
| <b>Cultural competency</b>  | In all local councils, particularly those in regional and remote areas, employees work with diverse communities including First Nations stakeholders, requiring strong cultural competency.                             |

## **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 Western Australia context, the traits highlighted included:



## Skill gaps are widening as local council manage demographic shifts and evolving job expectations.

Workshop participants identified a range of factors contributing to growing skill gaps within local council. These gaps reflect ongoing challenges in attracting, retaining, and developing a workforce equipped to meet evolving job expectations, and were mentioned across all workshops. The following four themes were identified:

|                                                                          |                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ageing workforce</b>                                                  | An ageing workforce is increasing the urgency to replace a soon-to-retire, experienced cohort, compounded by the difficulty in finding suitably skilled replacements. This increases the risk of losing critical contextual and corporate knowledge.              |
| <b>Competition for specialised talent</b>                                | Local councils face significant challenges in competing with the private sector, particularly mining companies, to recruit specialised professionals such as engineers, surveyors, and IT experts.                                                                |
| <b>Widening skill mismatches due to expanding job scopes</b>             | The broadening scope is leading to increased skill mismatches. Especially in smaller local councils' employees are often expected to handle a diverse array of responsibilities, often beyond their core expertise.                                               |
| <b>Challenges of geographic isolation and infrastructure constraints</b> | Regional and remote local councils face difficulties due to geographic isolation and limited infrastructure, including inadequate housing, and exacerbate workforce gaps and local councils' ability to attract candidates to regions where they are most needed. |

# 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><b>Rural/remote:</b><br/>Local councils servicing populations across very small to large population categories, including councils classified as remote.</td><td><b>Regional:</b><br/>Non-metropolitan local councils with primary urban centres located in regional areas.</td><td><b>Metropolitan:</b><br/>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> | <b>Rural/remote:</b><br>Local councils servicing populations across very small to large population categories, including councils classified as remote.                                          | <b>Regional:</b><br>Non-metropolitan local councils with primary urban centres located in regional areas. |
| <b>Rural/remote:</b><br>Local councils servicing populations across very small to large population categories, including councils classified as remote. | <b>Regional:</b><br>Non-metropolitan local councils with primary urban centres located in regional areas.                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Metropolitan:</b><br>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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>'Occupation' in the context of the survey</b> | 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. |
| <b>'Job' versus 'occupation'</b>                 | '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.                                                              |
| <b>FTEs</b>                                      | Full time equivalents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Skills gap</b>                                | The gap between the skill level of the employee and the skills needed to perform their role description, as intended by their employer.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Skills shortage</b>                           | 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 jobs discussed in workshops.

Skills in *italics* were identified as important for the future

Skills gaps are highlighted in **bold**

| Job                                                  | Skill                                  |                                            |
|------------------------------------------------------|----------------------------------------|--------------------------------------------|
| Corporate Jobs                                       |                                        |                                            |
| Finance (Rates) Officer                              | Legislative knowledge                  | Financial management                       |
|                                                      | Resilience                             | Team integration                           |
|                                                      | Communications                         | Financial management regulations           |
|                                                      | Numbers aptitude - numerical reasoning | <b>Emotional intelligence</b>              |
|                                                      | Time management                        | <b>Automation / information technology</b> |
|                                                      | De escalation                          | <i>Customer engagement</i>                 |
|                                                      | Debt collection                        | <i>Long term planning</i>                  |
|                                                      | Local council understanding            | <i>Strategic awareness</i>                 |
|                                                      | Customer service                       |                                            |
| Executive Leadership (e.g., Chief Operating Officer) | <b>Strategy planning</b>               | <b>Advocacy/influence</b>                  |
|                                                      | <b>Risk management</b>                 | <i>Governance</i>                          |
|                                                      | Financial management                   | <b>Accountability</b>                      |
|                                                      | <b>People management</b>               | <b>Relationship building</b>               |
|                                                      | Compliance                             | <b>Cultural development</b>                |
|                                                      | <b>Culture and capacity building</b>   | <i>Local Government experience</i>         |
|                                                      | WHS obligations                        | <i>Growth planning</i>                     |

| Job                                                          | Skill                     |                                               |
|--------------------------------------------------------------|---------------------------|-----------------------------------------------|
| Corporate Performance<br>(e.g., Risk Manager,<br>Accountant) | Budgeting                 | <i>Auditing/compliance</i>                    |
|                                                              | Insurance                 | <i>Rating strategy</i>                        |
|                                                              | Audit compliance          | <i>Internal audit compliance</i>              |
|                                                              | Annual budget development | <i>Training and development</i>               |
|                                                              | Planning/strategic goals  | <i>Procurement</i>                            |
|                                                              | Change management         | <i>Legislative knowledge</i>                  |
|                                                              | <b>Project management</b> | <i>Risk management</i>                        |
|                                                              | Stakeholder engagement    | <b>Data analysis/systems</b>                  |
|                                                              | Effective communication   | <b>Reporting/measurement</b>                  |
|                                                              | <i>Long term planning</i> | <b>Industry benchmarking</b>                  |
| Airport Manager/Operations<br>Manager                        | CASA Knowledge            | Operations                                    |
|                                                              | Negotiations              | Emergency & Risk Management                   |
|                                                              | Contract Negotiation      |                                               |
| Sustainability Officer                                       | Legislation               | <b>Project management</b>                     |
|                                                              | Current knowledge/trends  | <b>Change management</b>                      |
|                                                              | <b>Innovation</b>         | <b>Leadership</b>                             |
|                                                              | Engaging/communication    | <i>Stakeholder management/<br/>engagement</i> |
|                                                              | <i>Training/education</i> | <b>Grant/report writing</b>                   |
| WHS Advisor/Officer                                          | Safety knowledge          | <i>Verification of competency</i>             |
|                                                              | Communication             | <i>Resilience</i>                             |
|                                                              | Stakeholder engagement    | <i>Psychosocial safety awareness</i>          |
|                                                              | Ability to influence      | <i>Reporting and data analysis</i>            |
|                                                              | Big picture thinking      | <i>Injury risk management</i>                 |

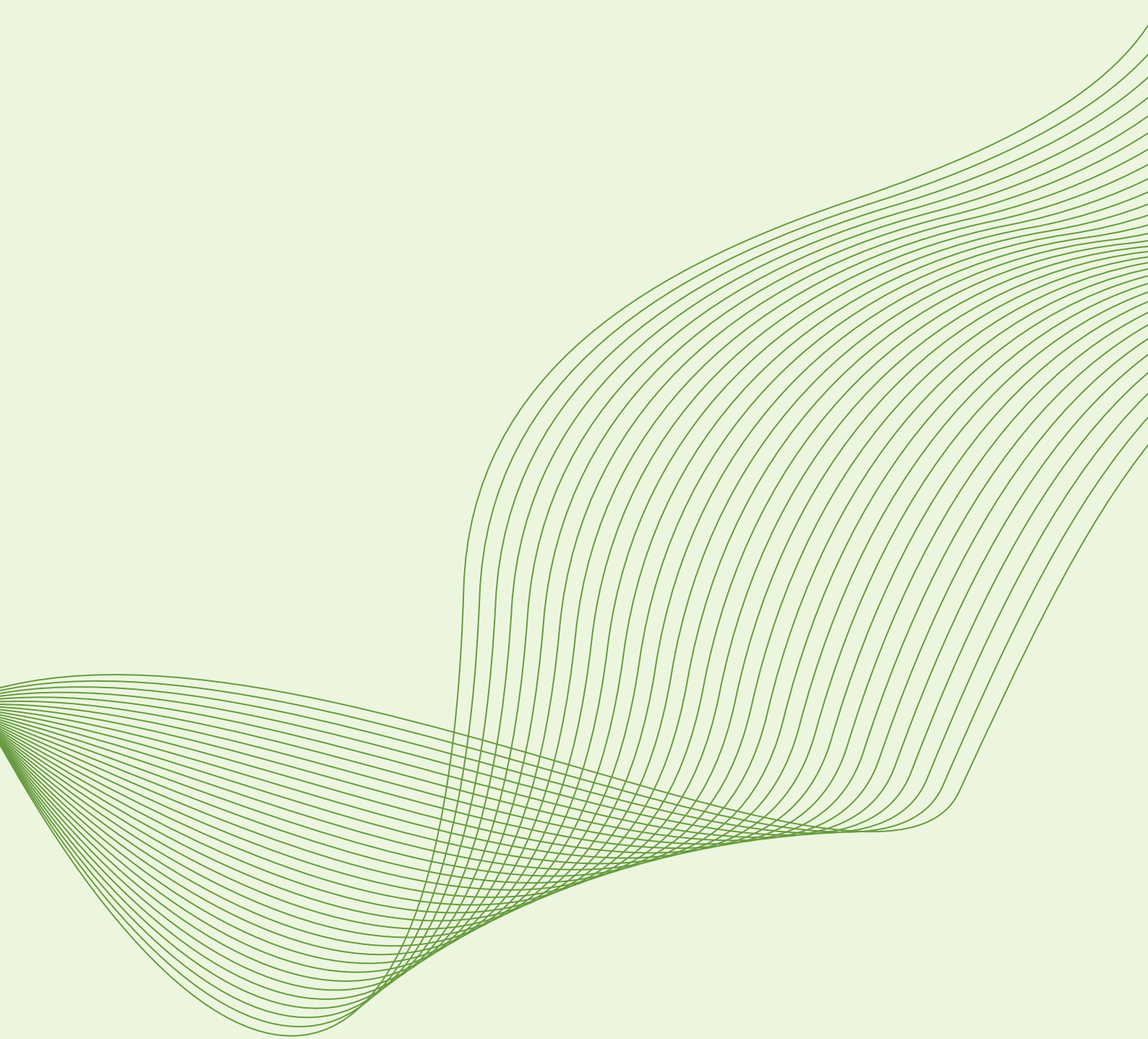
| Job               | Skill                                               |                                                                            |
|-------------------|-----------------------------------------------------|----------------------------------------------------------------------------|
|                   | People skills                                       | <i>Interpreting and applying legislation</i>                               |
|                   | IT Systems management                               | <i>Better systems to support tracking and reporting of risk management</i> |
|                   | <i>Support strategic planning</i>                   |                                                                            |
| Technical Jobs    |                                                     |                                                                            |
| Urban Planner     | Local planning knowledge                            | <b>System/software changes</b>                                             |
|                   | Development approval process experience             | <b>Interpersonal skills</b>                                                |
|                   | Planning compliance experience                      | <i>Community needs</i>                                                     |
|                   | Shire/city knowledge                                | <i>Legal and compliance</i>                                                |
|                   | Understanding of developer requirements/legislation | <i>Understanding of place making</i>                                       |
|                   | <i>Understanding of place making</i>                |                                                                            |
| Building Surveyor | Level 2 certification                               | <b>Level 1 certificate</b>                                                 |
|                   | Time management/planning                            | <b>Customer focus/stakeholder relations</b>                                |
|                   | <b>Communication</b>                                | <b>BAL assessment</b>                                                      |
|                   | Detail orientation                                  | <b>Place planning - understanding development + expectations</b>           |
|                   | Structural awareness                                | <i>Technology</i>                                                          |
| Mechanic          | Trade certificate                                   | Autonomy                                                                   |
|                   | Heavy duty mechanic                                 | Variety of plant                                                           |

| Job                            | Skill                                                            |                                                                               |
|--------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------|
| IT/Cyber/AI/ERP Specialist     | Foundational knowledge                                           | <i>Global influences</i>                                                      |
|                                | Risks to organisation                                            | <b><i>Trend analysis</i></b>                                                  |
|                                | Weakness assessment                                              | <b><i>Costing / resourcing requirements</i></b>                               |
|                                | IT infrastructure understanding                                  | <i>Partnering across organisation</i>                                         |
|                                | <b>Interpersonal skills</b>                                      | <i>Procuring appropriate AI software, mitigating risk</i>                     |
|                                | Business analysis                                                | <b><i>Futuristics - innovation</i></b>                                        |
|                                | Cyber security                                                   | <b><i>Automation</i></b>                                                      |
|                                | <b>PRIS (Privacy and Responsible Sharing of Information Act)</b> | <b><i>Reporting</i></b>                                                       |
|                                | <b>Tech 1 skills - CRP</b>                                       | <b><i>Capability</i></b>                                                      |
|                                | Awareness of legislation                                         | <b><i>Project management</i></b>                                              |
| Engineer                       | <b>Knowledge of principles</b>                                   | <b><i>Understanding AI process improvements</i></b>                           |
|                                | <b>Planning and scheduling</b>                                   | <b><i>Future securing financial resources</i></b>                             |
|                                | <b>Civil design compliance</b>                                   | <b><i>Better leadership/ interpersonal skills</i></b>                         |
|                                | <b>WHS</b>                                                       | <b><i>Awareness of integrating reporting</i></b>                              |
|                                | <b>Asset management and financial planning</b>                   | <b><i>Continuous improvement philosophy of bettering your departments</i></b> |
|                                | <b>Interpersonal skills</b>                                      |                                                                               |
| Development Assessment Manager | Knowledge of civil infrastructure                                | <b>Finance</b>                                                                |
|                                | Condition assessment / survey                                    | <b><i>Education/awareness</i></b>                                             |
|                                | Data analysis                                                    | <i>Strategy/service level</i>                                                 |

| Job                   | Skill                                   |                                                   |
|-----------------------|-----------------------------------------|---------------------------------------------------|
|                       | <b>Asset planning/life cycle</b>        | <i>Legislative change</i>                         |
|                       | Detail orientation                      | <i>AI opportunity</i>                             |
|                       | <b>Systems</b>                          | <i>Integrated planning &amp; reporting</i>        |
| Arborists             | Safety practices                        | <b>Sustainability</b>                             |
|                       | Teamwork/communication                  | <b>New technology</b>                             |
|                       | General tree knowledge                  | <b>Problem solving/initiative</b>                 |
|                       | Tickets small plant                     | <b>Risk management<br/>(maintenance of parks)</b> |
|                       | External stakeholders<br>(engagement)   | <b>Project management</b>                         |
| Community-facing Jobs |                                         |                                                   |
| Environmental Officer | Legislative knowledge/<br>understanding | <i>Community engagement</i>                       |
|                       | Conflict resolution                     | <i>Public health</i>                              |
|                       | Problem solving                         | <i>Collaboration with other<br/>departments</i>   |
|                       | Communication                           | <i>Giving evidence in court</i>                   |
|                       | Time management                         | <i>IT knowledge</i>                               |
|                       | Water sampling                          | <i>Public health act knowledge</i>                |
|                       | Site inspections                        | <i>Qualifications</i>                             |
|                       | Disease management                      | <i>Stakeholder engagement</i>                     |
|                       | Mosquito management                     | <i>Team + people skills</i>                       |
|                       | Events                                  | <i>Risk mitigation and management</i>             |
|                       | Public health planning                  | <i>Consumer consultation</i>                      |
|                       | <i>Risk management</i>                  |                                                   |

| Job                                     | Skill                                            |                                           |
|-----------------------------------------|--------------------------------------------------|-------------------------------------------|
| Community Safety/<br>Engagement Officer | Engagement + communication                       | <i>Increase in safety</i>                 |
|                                         | Relations with all stakeholders                  | <b>Volunteer recruitment activation</b>   |
|                                         | <b>Reconciliation (First Nation communities)</b> | <b>Mental health - youth</b>              |
|                                         | Compliance knowledge                             | <i>WHS - more event compliance</i>        |
|                                         | Events planning                                  | <b>Contract management</b>                |
|                                         | Project management                               | <b>Emergency recovery</b>                 |
| Ranger                                  | Compliance                                       | <i>IT/logging safety</i>                  |
|                                         | Understanding legislation                        | <i>De-escalation</i>                      |
|                                         | Community education                              | <i>Manual handling</i>                    |
|                                         | Investigative                                    | <i>Knowledge of STRAs</i>                 |
|                                         | People skills                                    | <i>Emergency management/<br/>response</i> |
|                                         | Animal welfare/handling                          | <i>Livestock plan</i>                     |
|                                         | Communication                                    | <i>Customer engagement</i>                |
|                                         | Conflict resolution                              | <i>Emotional intelligence</i>             |
|                                         | Time management                                  | <i>Risk management</i>                    |
|                                         | <i>Emphasis/move on education</i>                | <i>Social awareness</i>                   |
|                                         | <i>WHS</i>                                       | <i>Cultural knowledge</i>                 |
|                                         |                                                  |                                           |
| Waste Services Officer                  | Environmental                                    | <i>Environmental</i>                      |
|                                         | <b>Leadership</b>                                | <b>Leadership</b>                         |
|                                         | Operational                                      | <i>Work Health &amp; Safety</i>           |
|                                         | Work Health & Safety                             | <b>AI Skills</b>                          |
|                                         | Contract Negotiations                            | <i>ICT (User)</i>                         |

| Job                           | Skill                      |                                    |
|-------------------------------|----------------------------|------------------------------------|
| Indigenous Engagement Officer | Communication              | <b><i>Tech/ Communications</i></b> |
|                               | Cultural Awareness         | <b><i>Cultural Safety</i></b>      |
|                               | <b>Localised knowledge</b> | <i>Cultural Awareness</i>          |
|                               | <b>Negotiation Skills</b>  | <i>Advocacy</i>                    |
|                               | Consultation & Engagement  | <b><i>Tech/ Communications</i></b> |
| Lifeguard                     | First Aid                  | <b>Communication</b>               |
|                               | Bronze Medallion           | <b>De-escalation</b>               |
|                               | Lifeguard quals            | <i>AI Skills/ Interaction</i>      |



**PUBLIC SKILLS**  
**AUSTRALIA**  
PUBLIC SAFETY SKILLS AUSTRALIA LTD

 [publicskillsaustralia.org.au](https://publicskillsaustralia.org.au)

 [au.linkedin.com/company/publicskillsaustralia](https://au.linkedin.com/company/publicskillsaustralia)

 Level 5, 473 Bourke St Melbourne, Victoria 3000, AU