# Local Government Emergency Management Skills

## Findings Report

June 2026



PUBLIC SKILLS AUSTRALIA
PUBLIC SAFETY SKILLS AUSTRALIA LTD

JSC | Jobs and Skills Council
Public Safety and Government
An Australian Government Initiative



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# Acknowledgement of Country

Public Skills Australia respectfully acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

# About Public Skills Australia

Public Skills Australia is the Jobs and Skills Council for the Public Safety and Government industry, comprising Correctional Services, Defence, Federal, State/Territory and Local Government, Fire and Emergency Services and Police industry-sectors.

Through its work, Public Skills Australia actively supports employer and employee bodies in these industry-sectors and associated volunteer associations. Public Skills Australia works in partnership with the Department of Employment and Workplace Relations and other Jobs and Skills Councils to give effect to broader Ministerial and government priorities.

Public Skills Australia

- Undertakes data analysis, research and consultation to deepen understandings of contemporary workforce challenges and how to mitigate these challenges.
- Develops quality training products in the Vocational Education and Training sector to strengthen the skills and capabilities of Public Safety and Government workforces.
- Monitors and promotes the implementation of training products to support career pathways for the Public Safety and Government industry.
- Consults with, promotes and amplifies the needs of the Public Safety and Government industry.

# Introduction

## Background

The role of Local Government in emergency management is expanding rapidly, particularly in the context of increasingly frequent and complex emergency and disaster events[1]. While Local Government plays a critical role across various phases of emergency management, responsibilities vary significantly between states and territories[2]. Despite this variability, there is broad consensus that demands on the Local Government workforce are increasing, highlighting the need to train a workforce capable of meeting the growing expectations of government and communities.

## Local Government - Emergency Management Skills Project

Public Skills Australia's *2025 Local Government Workforce Insights Report*[3] identified the increased pressure on Local Government to undertake emergency management activities as a workforce challenge. The *Local Government - Emergency Management Skills Project* (the project) was established to respond to this identified challenge. The project has developed the *Local Government – Emergency Management Skills Finding Report* (the report), which assesses whether existing Vocational Education and Training (VET) training products can be used to address priority emergency management skill needs within Local Government. The primary aim of the project is to uplift the skills of local council workforces to better support their communities in preparing for, responding to and recovering from emergencies.

## Objectives

The objectives of the project include

- Determining the specific skills for emergency management within Local Government.
- Identifying existing training products – specifically Units of Competency and Skill Sets – that may be suitable for Local Government emergency management skills.
- Identifying gaps in coverage to inform whether new Units of Competency should be developed.

[1] For the purposes of this report, the term 'emergency(ies)' should be read to include and reference 'disaster(s)' and vice versa. Emergency(ies) and disaster(s) include events such as floods, fires, cyclones, storms, heatwaves, pandemic and drought.

[2] Due to different jurisdictional emergency management frameworks, legislative requirements, community expectations, council size and resourcing, and geographic, ecological and climatic conditions.

[3] Public Skills Australia *2025 Local Government Workforce Insights Report*, accessed 8 May 2026.

## Ministerial Priority

The project addresses the Ministerial priority of *identifying opportunities to strengthen capabilities of public safety and government workforces in preparing for and responding to emergencies*.

## Collaborators

Throughout the project, Public Skills Australia consulted and collaborated with Local Government stakeholders to identify priority emergency management skill needs for the local council workforce. Building on this report, the next part of the project will identify how the findings of this report can be translated into practicable, scalable actions[4].

## Scope

This report identifies current and future VET training requirements arising from Local Government's expanding role in emergency management. This report acknowledges the role and legislated responsibilities of agencies such as Police and Fire and Emergency Services. However, this report does not examine training requirements for these agencies.

## Findings

This report identifies two findings:

| | |
|---|---|
| **Finding 1** | Local Government is required to participate in delivering a range of emergency management services and therefore requires emergency management related training for local council staff. |
| **Finding 2** | There are existing training products that address the skill needs required by Local Government, negating the need to develop new Units of Competency or Skill Sets. |

[4] To support the upskilling of Local Government workforces in emergency management across Australia, regardless of council size, geographic location or available resources.

# Proposed Approach

Public Skills Australia has identified the following approach to respond the workforce challenge and the findings identified in this report.

Promote the use of existing emergency management-related Units of Competency and Skill Sets in the PUA Public Safety Training Package to Local Government and relevant Technical and Further Education (TAFE) institutions and Registered Training Organisations (RTOs) to increase their uptake.

# Structure

For ease of reference, the report is structured as follows:

| | |
|---|---|
| **Challenge** | Details the context of the workforce challenge including the phases of emergency management, local government's legislative responsibilities and current Local Government training products. |
| **Methodology** | Outlines Public Skills Australia's approach in undertaking the project, which included stakeholder consultation and desktop research. |
| **Findings** | Details the findings from stakeholder consultations, desktop research and existing training products review. Highlights additional workforce, skill and training challenges relevant to emergency management for Local Government context. |
| **Next steps** | Sets out the next steps for the project. |

# Challenge

The *2025 Local Government Workforce Insights Report* identified the need to examine whether existing training products can be used to address the workforce challenge of skill needs for emergency management in Local Government. It further identified that where existing training products are deemed not fit for purpose, the development of additional training products may be required. Public Skills Australia has undertaken the approach identified, which has resulted in this report.

# Context

Emergency management includes the phases of prevention [5], preparedness, response, and recovery, collectively recognised in Australia as the PPRR[6] Framework. Each of these four phases has different aims for managing emergencies or disasters, as outlined below.

**PPRR Framework:**

| Phase | Aims and approaches |
|---|---|
| **Prevention** | Decrease or eliminate the negative consequences of hazards. |
| | Minimise the impact of an emergency. |
| **Preparedness** | Anticipate response to or recovery from a hazard or emergency. |
| | Undertake risk assessment and develop emergency plans. |
| **Response** | Take actions during an emergency. |
| | Protect and preserve life, property and environment. |
| **Recovery** | Efforts extend across built, social, environmental and economic environments. |
| | Provide relief functions for affected communities. |
| | Expands early, medium and long-term recovery. |

[5] For the purposes of this report, 'prevention' includes 'mitigation' in the Prevention, Preparedness, Response and Recovery Framework.

[6] National Emergency Management Agency (NEMA), Australian Disaster Resilience Handbook Collection: Australian Emergency Management Arrangements, 2023, Australian Government, accessed 24 April 2026.

Local Government stakeholders have highlighted the need for a stronger focus on emergency management skills within their workforces. In January 2025, the Australian Local Government Association (ALGA) prepared a combined submission[7] to the Federal Government's *Independent Review of National Natural Disaster Governance Arrangements*[8] (Glasser Review) and the *Independent Review of Commonwealth Disaster Funding*[9] (Colvin Review). ALGA's submission supported the Reviews' recommendations to uplift the capability and capacity of Local Government in emergency management, including the need to access nationally accredited training and training pathways.[10]

**Stakeholder Insight**

Local councils require an uplift in capability and capacity, combined with dedicated and sustainable funding streams to continue to play a critical role in emergency management.

Local Government roles and responsibilities vary across states and territories under emergency management legislation. For example, Local Governments in the Northern Territory are not legislatively responsible for managing emergencies, however, they are expected to participate in hazard reduction activities.[11] In contrast, Queensland Local Governments hold primary responsibility for disaster management within their local areas.[12] Regardless of legislative arrangements, local councils are deeply embedded within their communities and are often the first point of contact for community members when emergencies occur.

**Stakeholder Insight**

While local councils have clear legislative requirements and responsibilities, these are exponentially increased through the expectations of the communities they work for.

[7] Australian Local Government Association, Submission to Glasser and Colvin Reviews, 2025, accessed 28 April 2026.

[8] National Emergency Management Agency (NEMA), Independent Review of National Natural Disaster Governance Arrangements, 2024, accessed 28 April 2026.

[9] National Emergency Management Agency (NEMA), Independent Review of Commonwealth Disaster Funding , 2024, accessed 28 April 2026.

[10] Australian Local Government Association, Submission to Glasser and Colvin Reviews, 2025, accessed 28 April 2026.

[11] NT Emergency Service, Territory Emergency Plan, 2024, accessed 28 April 2025.

[12] Queensland Disaster Management Committee, Queensland Interim State Disaster Management Plan, 2025, Queensland Government, accessed 28 April 2025.

# State and territory Emergency management plans and Local Government legislative responsibilities

### Queensland

Interim State Disaster Management Plan

**Authority:**

Queensland Government – Disaster Management Committee

**Responsibilities:**

- Lead Local Disaster Management Group.
- Coordinate disaster operations and recovery.
- Community preparedness and risk management.

### New South Wales

State Emergency Management Plan

**Authority:**

NSW Government (EMPLAN)

**Responsibilities:**

- Support and coordinate emergency management (LEMC).
- Provide executive support (LEMO) Assist response, preparedness and recovery.
- Inter-agency coordination.

### Northern Territory

Territory Emergency Plan

**Authority:**

NT Emergency Service

**Responsibilities:**

- Support prevention, preparedness, response and recovery.
- Contribute local knowledge and hazard mitigation.

### South Australia

State Emergency Management Plan

**Authority:**

South Australian Department of the Premier and Cabinet

**Responsibilities:**

- Enable local emergency management.
- Align council planning with state objectives.
- Risk mitigation, preparedness and community resilience.

| Tasmania | Victoria |
| --- | --- |
| Emergency Management Act 2006 (Municipal Plans)<br>**Authority:**<br>Tasmanian Government State Emergency Service<br>**Responsibilities:**<br>• Lead municipal emergency management (MEMC).<br>• Manage evacuation, recovery, risk management and preparedness. | State Emergency Management Plan (SEMP)<br>**Authority:**<br>Emergency Management Victoria<br>**Responsibilities:**<br>• Coordinate relief and recovery at municipal level (MEMPC).<br>• Support preparedness, response transition and recovery. |

| Western Australia |
| --- |
| State Emergency Management Plan<br>**Authority:**<br>West Australian State Emergency Management Committee<br>**Responsibilities:**<br>• Lead local recovery.<br>• Act as combat agency (public authority) for fire suppression on local land. Risk management, preparedness and support to response. |

*Figure 1 Emergency management legislative requirements for Local Government in different states and territories.*

# VET Training Products

Australia's National Training Register contains the nationally recognised VET training products, including training packages, qualifications, Units of Competency, Skill Sets and accredited courses.

The LGA Local Government Training Package [13] currently includes five qualifications that incorporate a combination of core and elective Units of Competency:

| |
|---|
| ***LGA20120*** *Certificate II in Local Government* |
| ***LGA30120*** *Certificate III in Local Government* |
| ***LGA40120*** *Certificate IV in Local Government* |
| ***LGA50120*** *Diploma of Local Government* |
| ***LGA50220*** *Diploma of Local Government-Elected Member* |

There are only three emergency management-related Units of Competency offered as electives within the *LGA40120 Certificate IV in Local Government* and the *LGA50120 Diploma of Local Government*.

These are:

| |
|---|
| **HLTPO013** Contribute to the implementation of a disaster plan |
| **HLTPOP024** Develop a disaster plan |
| **PUAEMR007** Develop emergency management plans |

[13] Australian Government National Training Register, 2026. https://training.gov.au/training/details/LGA/summary, accessed 11 May 2026.

# Methodology

Public Skills Australia adopted a mixed-methods approach to address the objectives of the project. The methods used include:

**Consultations**

Consulted with Local Government peak bodies and emergency management representatives from local councils.

**National Training Register**

Searched for and identified emergency management related Units of Competency within the National Training Register.

**Skills and Category Mapping**

Analysed legislative requirements, stakeholder-identified skill gaps and workforce needs against existing emergency management related Units of Competency.

# Consultations

Consultations were undertaken with state and territory Local Government associations, selected local councils and other key stakeholders to inform the project.

The consultations focused on identifying the skills required to support effective emergency management within Local Government across all phases of the PPRR Framework.

| |
|---|
| Australian Local Government Association (ALGA) |
| Local Government Association of the Northern Territory (LGANT) |
| Local Government Association of Queensland (LGAQ) |
| Local Government Association of South Australia (LGA SA) |
| Lismore City Council, New South Wales |
| Local Government Association Tasmania (LGAT) |
| Local Government New South Wales (LGNSW) |
| Australian and New Zealand Council for fire and emergency services (AFAC) |
| United Services Union (USU) |
| Municipal Association of Victoria (MAV) |
| WA Local Government Association (WALGA) |
| Blackall-Tambo Regional Council, Queensland |
| City of Ipswich, Queensland |
| Inspector General for Emergency Management (IGEM) - Victoria |
| Singleton Council, New South Wales |
| Port Stephens Council, New South Wales |
| Blue Mountains City Council, New South Wales |
| Shire of Boddington, Western Australia |
| City of Vincent, Western Australia |
| City of Greater Dandenong, Victoria |
| City of Greater Bendigo, Victoria |

# National Training Register

| In Scope | Excluded |
| --- | --- |
| • Units of Competency within the National Training Register that contain the terms 'emergency', 'recovery' or 'disaster'.<br>• Any Units of Competency that formed part of Skill Set or were included within the LGA Local Government Training Package were also identified and mapped accordingly. | • Units of Competency that were not related to emergency management, including those outside the PPRR Framework or were specific to other contexts (for example, Occupational Health and Safety), were excluded from the analysis. |

The following 34 Units of Competency were deemed in scope for skills mapping and identifying potential gaps in existing training products (see Table 1).

*Table 1 Units of Competency relevant to emergency management within scope of the project.*

| **Units of Competency relevant to emergency management** |
|---|
| HLTPOP024 Develop a disaster plan |
| PUAEMR002 Assess emergency risk |
| PUARCV003 Work in a recovery context |
| DEFRNG005 Manage emergency operations |
| PUAEMR007 Develop emergency management plans |
| PUAEMR009 Facilitate emergency risk assessment |
| PUAEMR037 Manage recovery functions and services |
| PUAEMR034 Establish and manage a recovery centre |
| PUAEMR035 Facilitate community involvement in recovery |
| PUAOPE006 Control multi-agency emergency situations |
| PUAOPE029 Conduct liaison during emergency events |
| PUAEMR014 Deliver recovery services |
| PUASES011 Manage emergency operations |
| PUAEMR020 Coordinate emergency planning |
| PUARCV005 Apply recovery concepts and principles |
| PUAEMR032 Design emergency management exercises |
| PUAECO002 Process emergency incident calls & enquiries |
| HLTPOP013 Contribute to the implementation of a disaster plan |
| PUABIO001 Conduct planning in a biosecurity emergency response |
| PUAEMR036 Manage and evaluate emergency management exercises |
| PUAEMR038 Work within an emergency management context |
| PUAOPE007 Command organisational personnel within a multi-agency emergency response |
| PUAECO005 Dispatch resources from within an emergency communications centre |

| |
|---|
| PUAECO009 Coordinate emergency communications centre operations |
| PUAOPE030 Establish and manage emergency evacuation centre |
| PUARCV002 Provide relief and recovery services to disaster-affected communities |
| PUAOPE032 Manage human factors in response and recovery |
| PUAEMR003 Develop treatment options for emergency risk |
| PUAEMR001 Establish context for emergency risk assessment |
| PUARCV004 Apply person-centred approaches to recovery planning and activities |
| PUAEMR019 Contribute to an emergency management process |
| PUARCV006 Coordinate recovery activities across recovery environments |
| PUARCV007 Facilitate long-term recovery planning for a disaster event |
| PUASES012 Work as a team member in an emergency operations centre |

# Skill Mapping

The purpose of the skill mapping was to connect identified emergency management skills with the 34 Units of Competency identified as in-scope where possible. Performance criteria were used as the primary basis for skill mapping. The performance criteria within the 34 Units of Competency were thematically analysed. This resulted in:

| | |
|---|---|
| **732**<br>relevant performance criteria. | **14**<br>skills categories<br>(themed from the 732 performance criteria). |

Each performance criterion was:

Reviewed **individually** to assess its intent and expected outcome → Mapped to one primary skills category (14 in total) → Mapped to a phase of the PPRR Framework.

Where a performance criterion addressed **more than one functional capability area**, an additional skills category was applied to reflect the breadth of the criterion.

**Skills categories:**

Categories were used to identify any gaps in existing training products.

| **14 skills categories** were mapped to: |
|---|
| **1.** Skills identified by stakeholders through consultations. |
| **2.** Skills associated with Local Government roles and responsibilities and state and territory emergency management plans. |

Skills categories were ranked according to a percentage coverage of the 732 performance criteria:

| **Good coverage:** | **Moderate coverage:** | **Limited coverage:** | **Gap – no coverage:** |
|---|---|---|---|
| Skill category covered more than 10 %. | Skill category covered between 10 – 5 %. | Skill category covered between 5 – 1 %. | No coverage. Identified as a training product gap. |

Table 2, on the next page, represents the major functional capability areas common across emergency management roles and responsibilities within the PPRR Framework.

*Table 2 Emergency management – 14 skills categories identified by Public Skills Australia for mapping against existing Units of Competency performance criteria*

| | Emergency Management Skills Category | Emergency Management Skills Category Description |
|---|---|---|
| 1 | Situational Awareness and Intelligence Management | Understanding the incident environment and maintaining a common operating picture. |
| 2 | Emergency Planning and Preparedness | Designing, developing, reviewing and maintaining emergency management plans. |
| 3 | Risk Management (All Hazards) | Identifying, analysing, evaluating and treating risk. |
| 4 | Operations Centre and Incident Management | Establishing, operating and closing emergency operations centres. |
| 5 | Command, Control and Coordination | Exercising authority and coordination in multi-agency emergencies. |
| 6 | Resource and Logistics Management | Managing people, equipment, finances and services. |
| 7 | Communication and Information Management | Accurate, timely and appropriate communication. |
| 8 | Stakeholder, Community and Interagency Engagement | Building and maintaining relationships before, during and after emergencies. |
| 9 | Community Recovery and Social Recovery | Supporting individuals and communities after disasters. |
| 10 | Welfare, Wellbeing and Human Factors | Psychological, physical and social safety of personnel and communities. |
| 11 | Leadership, Supervision and Team Management | Leading people in high-pressure environments. |
| 12 | Training, Exercises and Capability Development | Building and testing emergency management capability. |
| 13 | Governance, Compliance and Ethics | Operating within legal, policy and ethical frameworks. |
| 14 | Monitoring Evaluation and Continuous Improvement | Learning from operations to improve future performance. |

# Findings

This report identified two findings related to the Local Government Emergency Management Skills challenge:

| | |
|---|---|
| **Finding 1** | Local Government is required to participate in delivering a range of emergency management services and therefore requires emergency management related training for local council staff. |
| **Finding 2** | There are existing training products that sufficiently meet the skill need required by Local Government, so the development of new training products is not required. |

## Finding 1 - Local Government emergency management skills are wide ranging

Consultations with Local Government identified **shared emergency management skills** needs despite operational and remit differences in state and territory legislative frameworks, including:

| | | |
|---|---|---|
| Communication skills - different during emergencies than other times. | Leadership skills (e.g. leading under pressure and dynamic scenarios). | Grant writing skills to support funding. |
| Political awareness and engagement skills. | Community support skills and psychological first aid skills. | Skills relating to working effectively in multi-disciplinary teams. |

Stakeholders identified the need to:

| | | |
|---|---|---|
| Address capability gaps in relation to resourcing, procurement, grant writing and funding acquisition. | Embed mental health and wellbeing understanding for staff impacted by emergency and disasters. | Support practical operational skills (including volunteer management and donation coordination during the recovery). |
| Enhance emergency management training pathways for increased professionalism. | Prioritise skills that support community preparedness and resilience. | Tailor training for permanent and surge staff. |
| Have specialist skills across different phases of the PPRR framework, particularly where they differ significantly. | | |
| Undertake training in micro-credentials to enhance emergency management skills to facilitate:<br>• Increased understanding of emergency management principles.<br>• Enhancing training pathways to professionalise emergency management as a career option.<br>• Specialist skills across Prevention, Preparation, Response and Recovery. | | |

## Challenges in accessing emergency management training

Accessibility to training was identified as a barrier to upskilling the Local Government workforce. Stakeholders raised concerns about trainer quality and competence, alongside the limited availability for emergency management training. Training related challenges[14] include:

- Training accessibility
- Trainer quality and competence
- Differing training needs
- Currency of training

These training related challenges are amplified because:

- Emergency management is regarded as additional to staff's primary roles.
- There is a lack of information and resource sharing across local councils.
- The time asscoiated with undertaking recovery activities is significant.
- Staff turnover increases training requirements.
- Navigating funding arrangements can be challenging.

[14] Although not related to access to training, stakeholders emphasised the ongoing challenge for local government in balancing business-as-usual activities with emergency management responsibilities, particularly during prolonged or concurrent emergency events.

# Finding 2 - Existing training products can address Local Government emergency management skill needs

Of the **34 Units of Competency** identified as being related to Local Government:

| | | |
|---|---|---|
| **1** from the DEF Defence Training Package. | **2** from HLT Health Training Package. | **31** from the PUA Public Safety Training Package. |

## Public Safety Skill Sets

The PUA Public Safety Training Package currently offers 56 Skill Sets. Each Skill Set contains between 2 and 7 Units of Competency that cover a broad range of public safety and emergency-related skills. These Skill Sets are currently used by the AFAC to support workforce training and capability development.

Of these 56 available Skill Sets, 15 include at least one emergency management-related Unit of Competency (Table 3), indicating significant coverage of emergency management skills within the broader training package.

*Table 3 Public Safety Skill Sets containing Emergency Management Units of Competency (15 of 56)*

| | Public Safety Skill Sets | Emergency Management Units of Competency |
|---|---|---|
| 1. | PUASS00095 Participate in a Recovery Team | • PUARCV002 Provide relief and recovery services to disaster-affected communities<br>• PUARCV003 Work in a recovery context |
| 2. | PUASS00098 Manage a Recovery Centre | • PUAEMR034 Establish and manage a recovery centre |
| 3. | ACMSS00042 Companion Animal Incident Management Planner Skill Set[15] | • PUAEMR001 Establish context for emergency risk assessment |
| 4. | PUASS00096 Coordinate Functional Recovery Group | • PUAEMR014 Deliver recovery services<br>• PUAEMR035 Facilitate community involvement in recovery<br>• PUAEMR037 Manage recovery functions and services<br>• PUARCV005 Apply recovery concepts and principles |
| 5. | PUASS00078 Operational Leadership | • PUAEMR038 Work within an emergency management context<br>• PUASES011 Manage emergency operations |
| 6. | PUASS00105 Conduct Recovery Liaison | • PUAOPE029 Conduct liaison during emergency events |
| 7. | PUASS00106 Provide Community Liaison | • PUARCV004 Apply person-centred approaches to recovery planning and activities<br>• PUAOPE029 Conduct liaison during emergency events<br>• PUAEMR035 Facilitate community involvement in recovery |
| 8. | PUASS00099 Manage Recovery-Community Involvement | • PUARCV006 Coordinate recovery activities across recovery environments<br>• PUAEMR035 Facilitate community involvement in recovery<br>• PUAEMR037 Manage recovery functions and services |

[15] The ACMSS00042 Companion Animal Incident Management Planner Skill Set13 is included and within scope as it includes a PUA Public Safety Training Package Unit of Competency.

| | Public Safety Skill Sets | Emergency Management Units of Competency |
|---|---|---|
| 9. | PUASS00079 Operations Centre | • PUASES012 Work as a team member in an emergency operations centre |
| 10. | PUASS00097 Lead a Recovery Team | • PUAEMR014 Deliver recovery services |
| 11. | PUASS00100 Manage Recovery-Complex Incident Planning | • PUARCV006 Coordinate recovery activities across recovery environments<br>• PUAEMR037 Manage recovery functions and services |
| 12. | PUASS00101 Manage Recovery-Data Management | • PUARCV006 Coordinate recovery activities across recovery environments<br>• PUAEMR037 Manage recovery functions and services |
| 13. | PUASS00102 Manage Recovery-Finance | • PUARCV006 Coordinate recovery activities across recovery environments<br>• PUAEMR037 Manage recovery functions and services |
| 14. | PUASS00103 Manage Recovery-Logistics | • PUARCV006 Coordinate recovery activities across recovery environments<br>• PUAEMR037 Manage recovery functions and services |
| 15. | PUASS00104 Manage Recovery-Public Information | • PUARCV006 Coordinate recovery activities across recovery environments<br>• PUAEMR037 Manage recovery functions and services |

## Identification of Training Product Gaps

The following skills had good to moderate coverage across the identified Public Safety Skill Sets:

- Communication
- Emergency planning and preparedness
- Governance and compliance
- Community and social recovery
- Risk management
- Leadership **had good to moderate coverage**. This addressed over **50 per cent of the legislated and stakeholder-identified skill needs**.

*Table 4: Proportion of skill categories covered within 732 performance criteria*

| Skill category | Percentage coverage | Coverage ranking |
|---|---|---|
| Communication & Information Management | 22.4% | Good |
| Community Recovery & Social Recovery | 16.7% | Good |
| Emergency Planning & Preparedness | 15.3% | Good |
| Governance, Compliance & Ethics | 10.5% | Good |
| Leadership, Supervision & Team Management | 6.6% | Moderate |
| Risk Management (All-Hazards) | 5.7% | Moderate |
| Command, Control & Coordination [16] | 5.6% | Moderate |
| Situational Awareness & Intelligence Management | 4.2% | Limited |
| Resource & Logistics Management | 3.8% | Limited |
| Operations Centre & Incident Management | 3.4% | Limited |
| Stakeholder, Community & Interagency Engagement | 1.8% | Limited |
| Monitoring, Evaluation & Continuous Improvement | 1.4% | Limited |
| Training, Exercises & Capability Development | 1.4% | Limited |
| Welfare, Wellbeing & Human Factors | 1.2% | Limited |

[16] Command, Control & Coordination skills were not identified by Local Government stakeholders or through legislation. These skills are more commonly required by Fire and Police personnel. However, they are included as emergency management related Units of Competency.

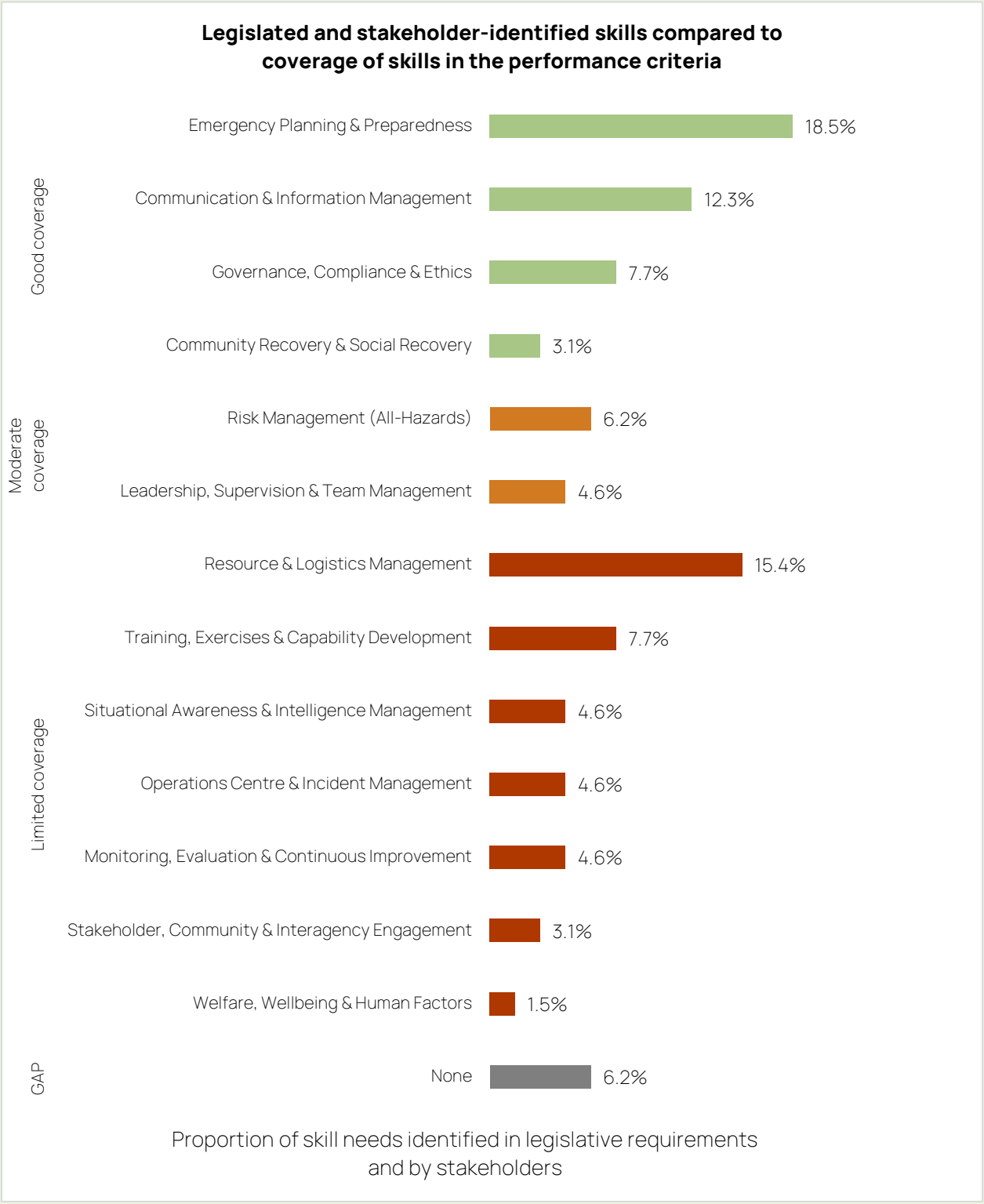



*Figure 2: Proportion of skill categories covered across performance criteria compared to skill needs identified through legislative requirements and stakeholder consultation*

Conversely, mapping identified that approximately **6 per cent** of stakeholder-identified skills are not currently addressed within the emergency management-related Units of Competency.

**Stakeholder identified skills not covered by the emergency management related Units of Competency include:**

| |
|---|
| Preparing grant applications for emergency-specific funding programs, such as the *Disaster Ready Fund*[17] or *Disaster Recovery Funding Arrangements*[18] administered by the National Emergency Management Agency (NEMA). |
| Political acumen and advocacy skills. |
| Considering Aboriginal outcomes[19], including culturally informed emergency management practices and effective engagement with Aboriginal communities |

While performance criteria were mapped to the preparedness, response and recovery phases of the PPRR Framework, there was limited coverage of criteria aligned to the **prevention phase**, indicating a gap in addressing proactive risk-reduction activities.

Overall, the findings indicate that a large volume of stakeholder-identified skills and skills arising from legislative requirements can be met through existing emergency management Units of Competency available on the National Training Register. Therefore, the development of new training products is not required.

[17] National Emergency Management Agency, 2026. The Disaster Ready Fund I NEMA, is administered by NEMA. Australian Government, accessed 5 May 2026.

[18] National Emergency Management Agency, 2026. Disaster Recovery Funding Arrangements are delivered through state and territory agencies via a cost-sharing arrangements between the Commonwealth and the states and territories. Australian Government, accessed 5 May 2026.

[19] Considering Aboriginal outcomes are specific to Local Government responsibilities, which are outlined in emergency management plans of some jurisdictions.

# Next Steps

Based on the findings of this report, Public Skills Australia recognises that:

1. Existing emergency management-related Public Safety Skill Sets (15) can support upskilling and address emergency management skill needs identified by Local Government.

2. Increased awareness of existing emergency management related Skill Sets is required across Local Government.

Therefore, Public Skills Australia proposes that the **existing emergency management-related Skill Sets (Table 5) on the National Training Register be promoted to Local Government**.

*Table 5: Emergency management-related Public Safety Skill Sets*

| **Emergency Management - Related Public Safety Skill Sets** | |
|---|---|
| 1 | *PUASS00095 Participate in a Recovery Team* |
| 2 | *PUASS00098 Manage a Recovery Centre* |
| 3 | *ACMSS00042 Companion Animal Incident Management Planner Skill Set* |
| 4 | *PUASS00096 Coordinate Functional Recovery Group* |
| 5 | *PUASS00078 Operational Leadership* |
| 6 | *PUASS00105 Conduct Recovery Liaison* |
| 7 | *PUASS00106 Provide Community Liaison* |
| 8 | *PUASS00099 Manage Recovery - Community Involvement* |
| 9 | *PUASS00079 Operations Centre* |
| 10 | *PUASS00097 Lead a Recovery Team* |
| 11 | *PUASS00100 Manage Recovery - Complex Incident Planning* |
| 12 | *PUASS00101 Manage Recovery - Data Management* |
| 13 | *PUASS00102 Manage Recovery – Finance* |
| 14 | *PUASS00103 Manage Recovery – Logistics* |
| 15 | *PUASS00104 Manage Recovery - Public Information* |

In proposing this approach, Public Skills Australia considered the following:

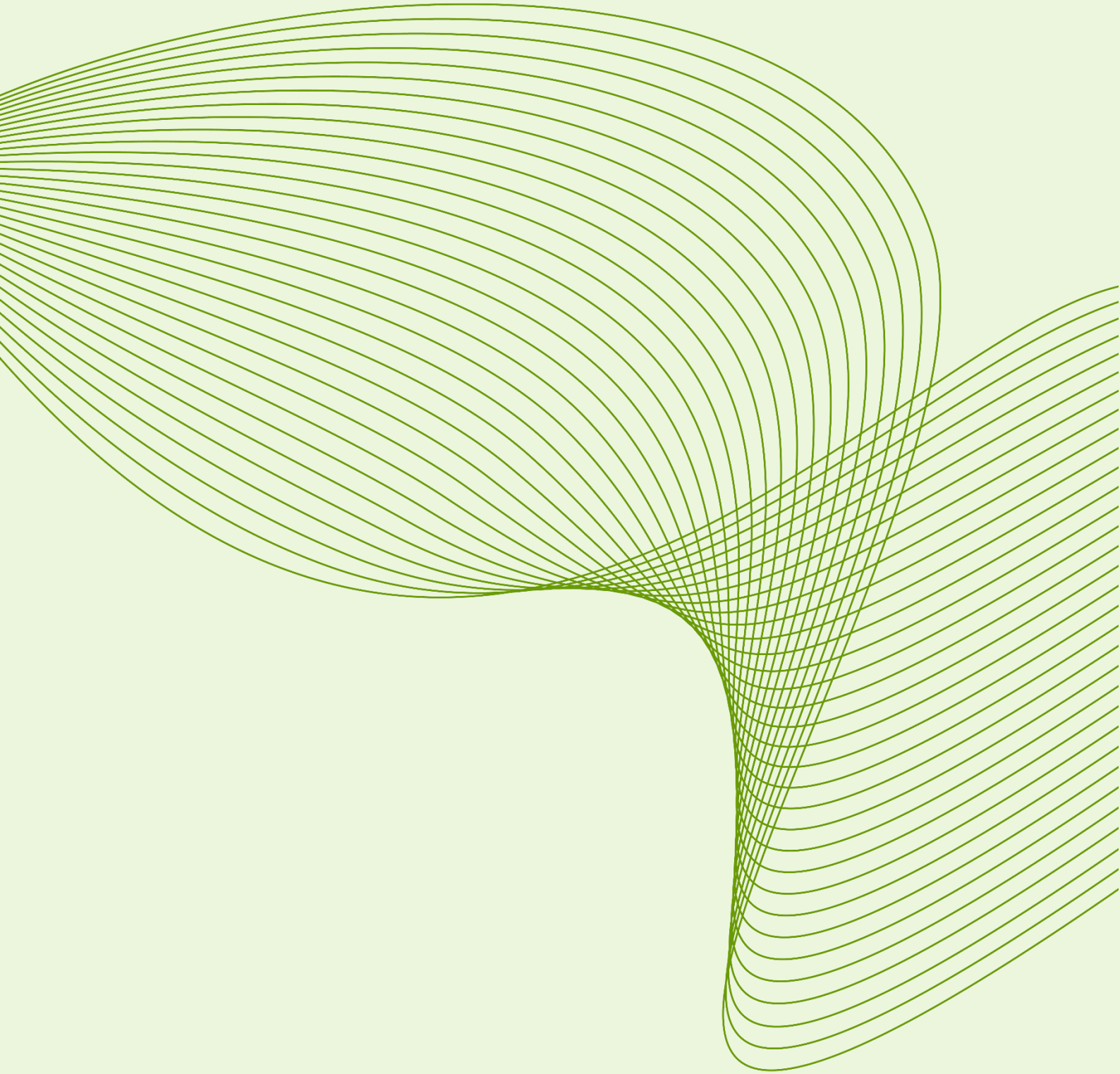
**Skill needs can be addressed immediately by using existing emergency management-related Skill Sets rather than creating additional Units of Competency.** Developing an emergency management stream within an existing qualification such as the *LGA40120 Certificate IV in Local Government,* would involve creating a new specialisation (core and elective units). This would require complying with the Training Package Organising Framework (TPOF) to develop and update the training package products, which would take approximately 12 to 18 months.

**Duplication of training products can be avoided.** Public Skills Australia considered creating new emergency management-related Skill Sets using existing Units of Competency across the PPRR framework, however this will likely result in duplication and would not support the intent of Qualifications Reform.

**Stakeholder concerns related to time, cost and workforce capacity** constraints can be addressed by shorter training products, based on Skill Sets which provide flexibility.

Public Skills Australia is also undertaking a separate project: Fire and Emergency Services - *Support uptake of disaster recovery training products,* which is complementary to the *Local Government Emergency Management Skills Project*. Given the crossover between the two projects, Public Skills Australia will adopt an approach that implements findings from both projects in collaboration with the Local Government industry-sector.





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