

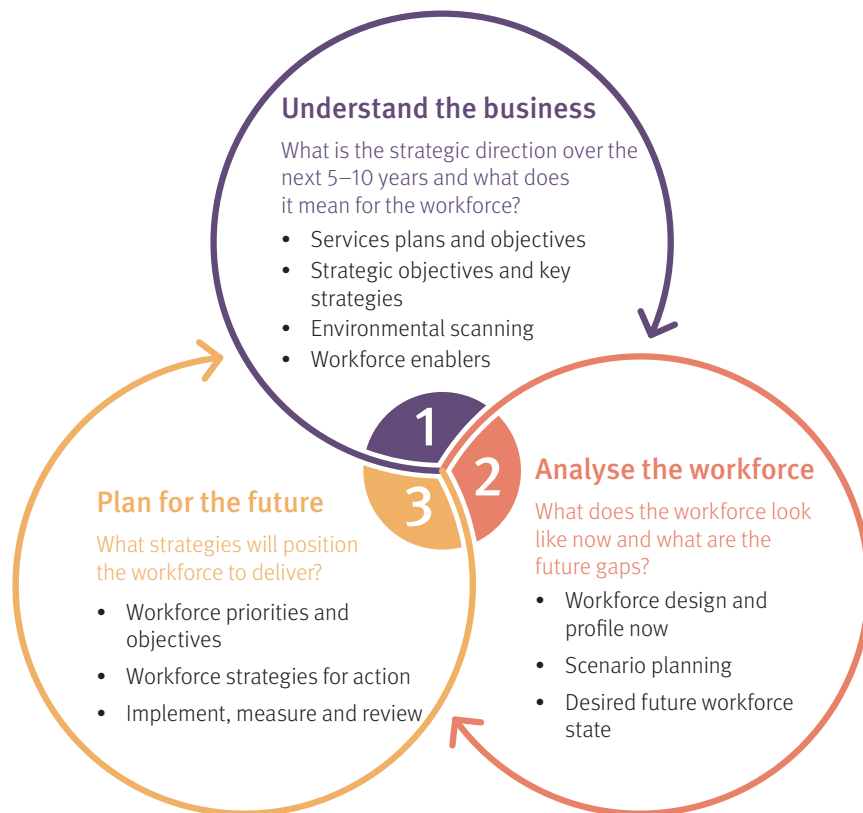
## What is workforce planning?

Workforce planning is a risk mitigation strategy. It identifies the risks of taking a ‘business as usual’ approach for the next 10 years, as well as modelling the positive impacts of workforce strategies needed to support service delivery and future models of care.

Workforce planning commences with our strategic objectives and then analyses the dynamics operating within Darling Downs Health like average tenure in role, and uses these insights to identify business risks such as future skills gaps. In this example, corresponding talent management, succession and retention strategies are then implemented to mitigate skills gaps and address other risks to service delivery. The total process involving analysis, modelling the future state and designing corresponding strategies required to achieve that future state is workforce planning.

### The workforce planning process

- Understand the business
- Analyse the workforce
- Plan for the future

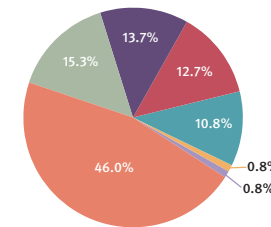


## Snapshot as of 25 June 2023



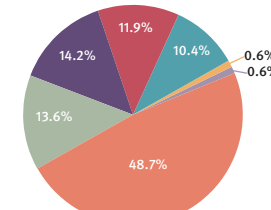
5,145 full-time equivalent (FTE)

6,491 headcount



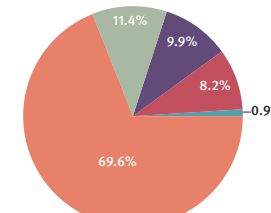
### FTE by stream

Nursing	2,368
Managerial and Clerical	785
Operational	703
Professional and Technical	654
Medical incl VMOs	554
Trade and Artisans	40
A&TSI Health Workforce	40



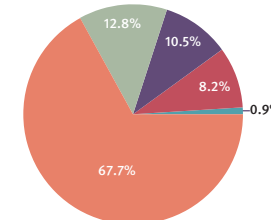
### Headcount by stream

Nursing	3,159
Managerial and Clerical	882
Operational	921
Professional and Technical	772
Medical incl VMOs	675
Trade and Artisans	42
A&TSI Health Workforce	40



### FTE by cluster

Toowoomba	3,582
Southern Downs	585
Western Downs	507
South Burnett	422
Other	48

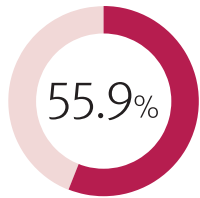


### Headcount by cluster

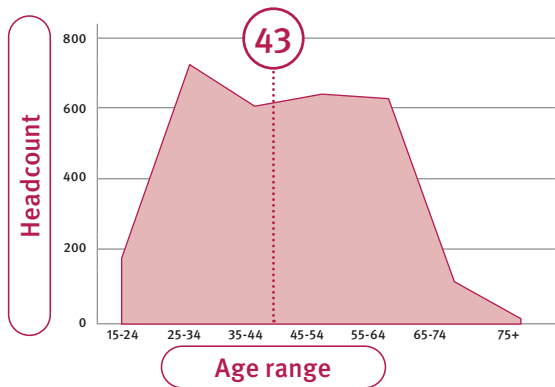
Toowoomba	4,397
Southern Downs	829
Western Downs	679
South Burnett	531
Other	56



## Full-time employees



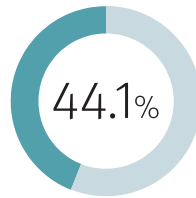
Just over half of our people work **full-time**, with an average age of **43 years**



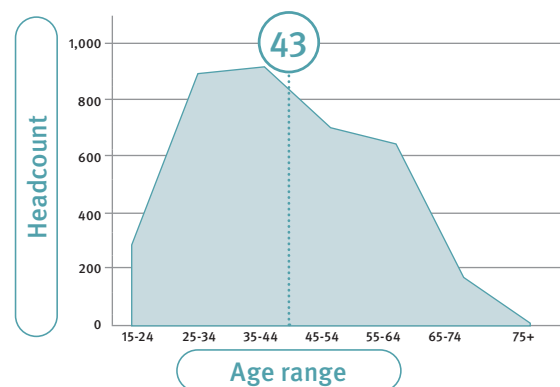
**4.9** average employment tenure (years) by headcount\*

**63.2** average retirement age (years) by headcount\*

## Part-time and casual employees



Less than half of our people work **part-time or casual**, with an average age of **43 years**



**4.5** average employment tenure (years) by headcount\*

**65.7** average retirement age (years) by headcount\* (part-time only)

## Diversity

- 3.0%** are Aboriginal and Torres Strait Islander peoples
- 0.1%** are Australian South Sea Islanders
- 3.6%** are culturally and linguistically diverse
- 9.8%** come from a non-English speaking background
- 2.2%** identify as people with disability
- 78.0%** are women
- 1.1%** identify as LGBTIQ+



**Acknowledgement of Traditional Owners**  
Darling Downs Health respectfully acknowledges the Traditional Owners, both past and present, of the region we service.



**Strength in Diversity**  
We are not all the same and that is our greatest strength.



**8.8%** separation rate by headcount\* (permanent only)



**5.1%** sick leave rate by FTE\*



**22.3%** temporary or casual contract by FTE

\* Figures based on average from July 2022 – June 2023

Darling Downs Health applies the [Queensland Health strategic workforce planning framework](#) that aligns with the principles and approach endorsed by the [Queensland Government Public Service Commission](#).

Find out more about [workforce planning](#) at Darling Downs Health.