



Every Queensland  
community deserves  
to be a liveable one

# LGMA People & Culture Forum February 2024

## LGQA Workforce Update Elle Ackland



# Agenda

- **Annual Workforce Census**
  - New Dashboard Preview
- **LGAQ Workforce Strategy 2024–28, key themes**
  - Consultation
    - Employee Value proposition
    - Workforce planning

# Councils providing their insights across 7 key questions

Councils actively engaged and contributing to the consultation process



Strategy  
development:

Consultation  
and Research



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Each of the strategic themes, guided by a maturity model



Maturity phase 1: Developing



Maturity phase 2: Established



Maturity phase 3: Optimising



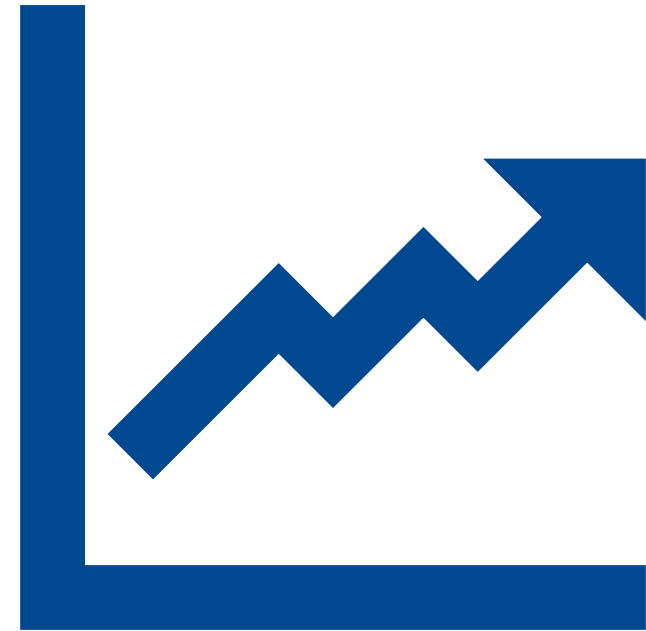
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# Developing council specific Workforce Plans

- Council's 5-year Corporate Plan
- Workforce Plan  
(nests within the Corporate Plan)

Leads to improved council outcomes – and works best when integrated within usual corporate planning processes.

Develop > Establish > Optimise  
(A process of continuous improvement)



# Workforce Plans in practice

## (more than 50% of councils advise they have a workforce plan)

The Strategy will encourage councils to develop local Workforce Plans, targeted to maximise on opportunities within their own unique workforce environment. The development and promotion of a council's EVP will play a significant role.

Workforce Plans will support councils to:

- Clearly articulate strategic goals
- Know the current workforce, including identifying future professions / roles
- Forecast future workforce needs, identify skills shortages & succession planning
- Develop targeted attraction and retention strategies to address workforce gaps of identified cohorts
- Enhancing senior leadership capability to drive improvement and ensure strategies are in place and executed

# Workforce Strategy themes

Developing and/or elevating a council's **Employee Value Proposition**

Workforce Planning  
(A priority for local government)

Attraction,  
Selection, and  
Retention

Sustained vacancy rates, and high attrition rates

Change management capability

Innovating – the way we do things in local government

Workforce analytics, the importance of evidence-based decision making

Health, Safety & Wellbeing  
(broadening skillset, including psychosocial)

Ageing workforces – transition to retirement, succession planning, impacts on participation rates

Workforce diversity (councils keen to support multi-generational workforce)

Identified skills shortages (EVP)  
**Local government is a great place to work!**

Leadership capability to drive improvement and sustainability

Embracing flexibility and remote work

Technology skills, education, training, mentoring

Seeking for LGAQ to lead legislative improvements e.g. mobility between councils, Awards



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# Future proofing local government's workforce

Requires continuous improvement for councils to maximise outcomes and to remain competitive within the labour market.



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Thank you

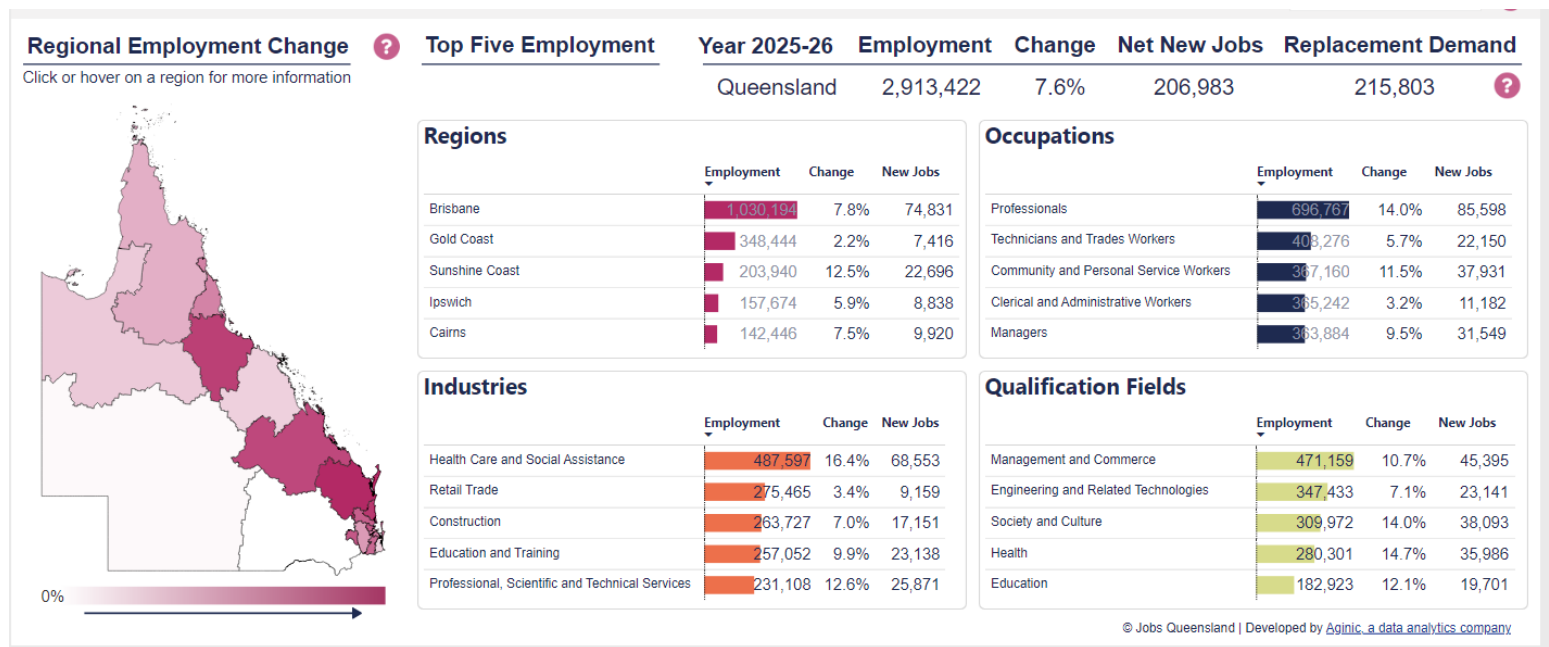
[Elle\\_Ackland@lgaq.asn.au](mailto:Elle_Ackland@lgaq.asn.au)



# Anticipating Future Skills

- Employment projections for occupations, industries, qualification levels and fields and regions.
- Includes replacement demand and total job openings.
- Regional and industry profiles available as well as state overview.
- Interactive tools include Data Portal and Data Explorer.

## Overview - Anticipating Future Skills 2021-22 to 2025-26



# State, Regional and Industry Summaries

## Anticipating Future Skills Series


Jobs Queensland

By **2025-26**  
**2.9 million** employed **↑7.6%**  
**+207,000** workers

### Employment in Queensland

The Anticipating Future Skills Series is one of the ways Jobs Queensland provides advice to Queenslanders about future skills needs.

Series 4 provides employment projections for regions, industries, occupations and qualifications between 2021-22 and 2025-26. More detailed information and a complete set of data tools is available on the Jobs Queensland website at [www.jobsqueensland.qld.gov.au/afs](http://www.jobsqueensland.qld.gov.au/afs).




- Employment is projected to increase by 7.6%, or 206,983 persons, between 2021-22 and 2025-26.
- Health Care and Social Assistance will continue to be an employment powerhouse, growing by 17% by 2025-26.
- Queensland is going to be more educated than ever, with 82,000 more Bachelor Degree qualified workers and almost 44,000 more workers with Certificate II and IV qualifications by 2025-26.

## ANTICIPATING FUTURE SKILLS SERIES

### Townsville region

Employment growth in the Townsville region is above average. High growth in Public Administration and Safety reinforces the region's role as a provider of government services and major defence hub.



By 2025-26, it is projected that there will be:  
**134,375** people employed in this region\*  
**+14,429** additional workers since 2021-22

By 2025-26, Townsville is projected to experience the third fastest increase in employment in Queensland. It is projected to comprise 4.6% of the state's workforce.

Region	Growth (%) between 2021-22 and 2025-26	People employed in 2025-26
Wide Bay	13.6	133,252
Sunshine Coast	12.5	203,940
<b>Townsville</b>	<b>12.0</b>	<b>134,375</b>
Central Queensland	11.5	138,831
Moreton Bay - South	10.4	73,983
Toowoomba	10.4	85,456
Moreton Bay - North	9.9	94,207
Logan - Beaudesert	9.3	142,093
Brisbane	7.8	1,030,194
Cairns	7.5	142,466
Ipswich	5.9	157,674
Far North	4.5	12,590
Outback - North	2.7	22,310
Mackay - Isaac - Whitsunday	2.3	114,384
Gold Coast	2.2	348,444
Outback - South	-0.5	9,036
Darling Downs - Maranoa	-0.9	70,207

\*All these projections are high level, indicative and subject to change. It is recommended that the focus be on employment trends rather than the numbers in isolation.  
 \*\*The region and its employment are based on the latest data available as defined by the Australian Bureau of Statistics. There are 19 LGA's in Queensland. The five Brisbane LGA's have been combined in this report to give the largest total for 'Brisbane, Queensland'. Outback LGA has been designated as 16 LGA components. Data included on Page 10 of 14.

## ANTICIPATING FUTURE SKILLS SERIES

### Professional, Scientific and Technical Services

The Professional, Scientific and Technical Services industry engages in providing professional, scientific and technical services, and often requires a high level of expertise, training and formal qualifications. These services include scientific research, architecture, engineering, computer systems design, law, accountancy, advertising, market research, management and other consultancy, veterinary science and professional photography.



By 2025-26, it is projected that there will be:  
**231,108** people employed in this industry in Queensland  
**+25,871** additional people employed since 2021-22

By 2025-26, the four largest Professional, Scientific and Technical Services subdivisions will be:

Subdivision	People employed	% of industry workforce	% change from 2021-22	Largest occupational groupings
Legal and Accounting Services	60,465	26.2	↑9.7 (+2,356 people)	<ul style="list-style-type: none"> <li>Solicitors</li> <li>Accountants</li> <li>Bookkeepers</li> </ul>
Architectural, Engineering and Technical Services	56,358	24.4	↑5.0 (+2,678 people)	<ul style="list-style-type: none"> <li>Civil Engineering Professionals</li> <li>Architects and Landscape Architects</li> <li>Architectural, Building and Surveying Technicians</li> </ul>
Computer System Design and Related Services	53,345	23.1	↑22.8 (+9,906 people)	<ul style="list-style-type: none"> <li>Software and Applications Programmers</li> <li>ICT Managers</li> <li>ICT Business and Systems Analysts</li> </ul>
Management and Related Consulting Services	24,296	10.5	↑11.0 (+2,407 people)	<ul style="list-style-type: none"> <li>Management and Organization Analysts</li> <li>Environmental Scientists</li> <li>Advertising, Public Relations and Sales Managers</li> </ul>

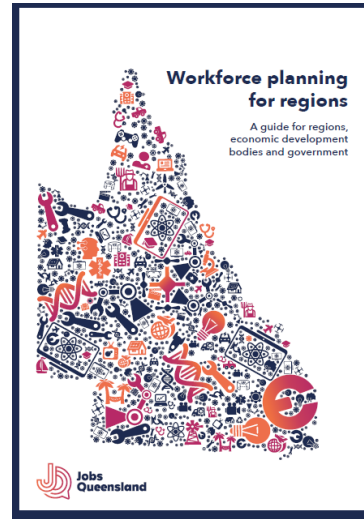
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# Workforce Planning



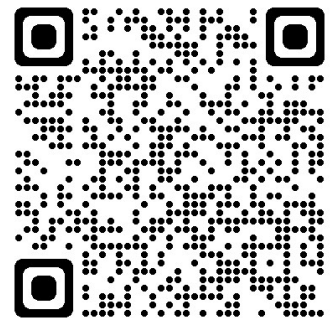
Organisations



Regions



Industry



# Additional Support

**Workforce  
Planning for  
Business  
Micro-credential**



**Industry Workforce  
Advisors**



**Workforce Evolve**



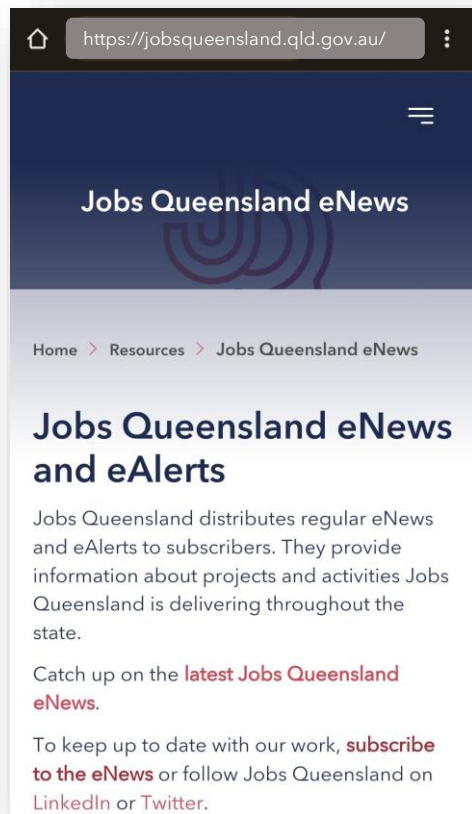
**Small Business  
Support**



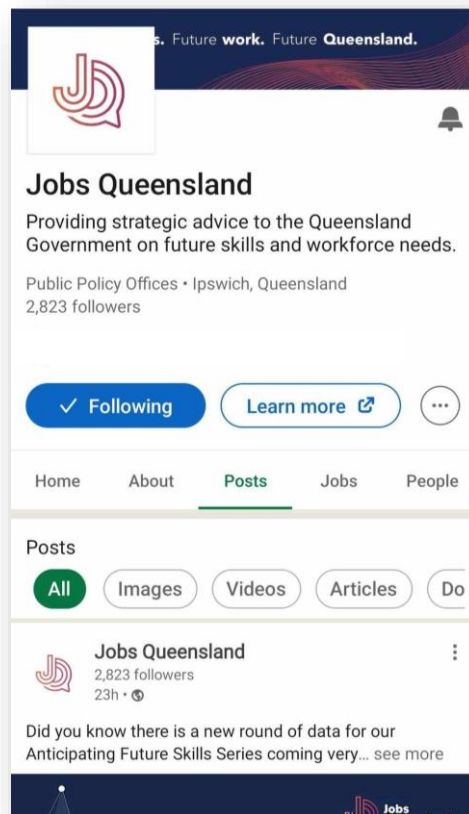
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