



Embracing a better future together.

Workforce Management Strategy 2025-2029



**LIVERPOOL
CITY
COUNCIL **

Embracing a better future together.

We are at a pivotal moment in Liverpool City Council's journey. A moment full of opportunity to redefine not just what we do, but how and why we do it. **Embracing a better future together** is our new Workforce Management Strategy for 2025-2029. It's a call to action, and invitation to every current and future member of our team to be part of something bigger than themselves.

We are building a new City for generations to come and positioning ourselves as South West Sydney's premier CBD and growth Local Government Area. As we outpace the growth of other areas in Greater Sydney, we will continue to develop into a diverse, innovative City that will benefit the whole community¹. There truly is no other place like it.

Our strategy is centred on purpose, recognising that our people are driven by a desire to do remarkable things for our community. We know there are challenges ahead². There will be discomfort. Though we are evolving, and choosing to be open-minded, focused and forward-thinking.

Our aim is to shift to being outcome-focused to deliver for our community now, and in the future, with a workforce that always aims to be better.

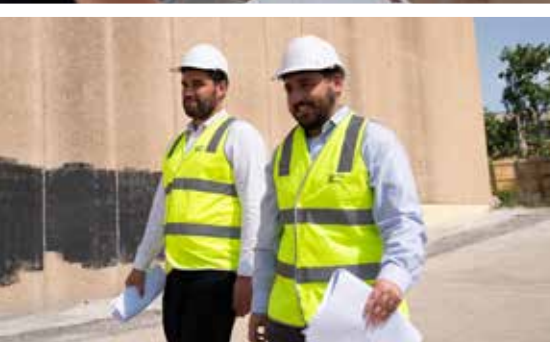
To do this, we will be laser focused on two objectives:

1

**Strengthening
our accountability,
capability and
agility to deliver
better outcomes
for our community.**

2

**Building a
purpose-driven,
future-ready
workforce that
fosters a can-do
performance
culture.**



Through these objectives, we will have a workforce where every action is attentive to our service commitment for our community. This will require a workplace where everyone can thrive, grow and contribute their best.

This requires a fundamental shift in the way we think about work and do our work. In this Workforce Management Strategy we will build the foundations and push the limits of what it means to be a Council.

We believe in the future of Liverpool.

And this is our plan.

The Workforce Management Strategy forms part of Council's Resourcing Strategy and is a key planning document in the Integrated Planning and Reporting Framework, and initiatives are included in the [Delivery Program and Operational Plan](#).

¹ Liverpool Economic Development Strategy 2022-2032

² Refer to *About this strategy* for more information on the challenges and opportunities

About this strategy

This Workforce Management Strategy 2025-2029 continues to build on the progress made by previous strategies. It addresses the organisational needs, challenges, opportunities and workforce planning requirements to build a better workforce. The strategy has been developed through a thorough workforce analysis, a series of stakeholder engagements and desktop review. It supports the delivery of the Community Strategic Plan – Liverpool 2050 through the following four strategic objectives:



The Workforce Management Strategy addresses the key trends, emerging challenges and opportunities for our workforce. These include:

- Significant community growth and increasing prosperity;
- The needs of a vibrant and diverse community;
- Improving Council's capacity to evolve and change;
- Building confidence in our reputation;
- Financial capability;
- Designing roles for the future, while attracting and retaining people in critical roles; and
- Transitioning knowledge across the organisation and the associated impacts of an aging workforce.

Our Cultural Aspiration

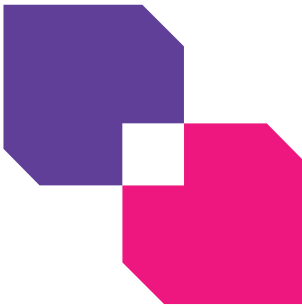


We believe in the future of Liverpool.

We are a connected team with a shared purpose, determined to get the best results on the things that matter most for our community and our people.

A better way - every day.

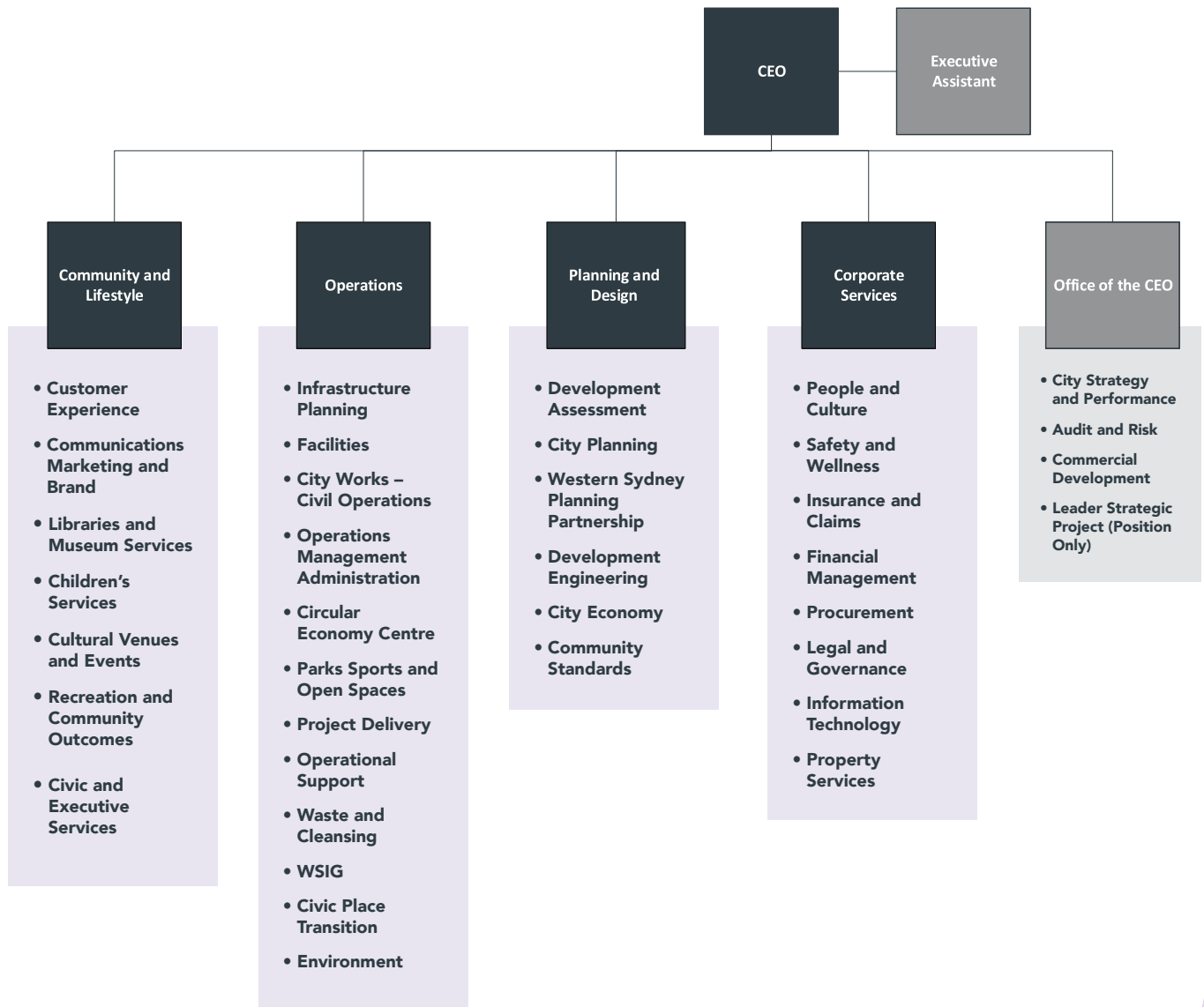
Our Workplace Behaviours



COMMUNITY FOCUS	WORKING TOGETHER	ACCOUNTABILITY	GROWTH AND DEVELOPMENT	INNOVATION
We are focused on our Community and building a great city for future generations.	We recognise the valuable role each team plays in our success.	We follow through on our commitments.	We empower people to grow and support each other to succeed.	We actively seek new ways of working to improve our services.

We are one team and the actions in this strategy will be delivered in partnership with our workforce and our leaders.

Our Functional Organisation Structure



Our Workplace Profile

POPULATION

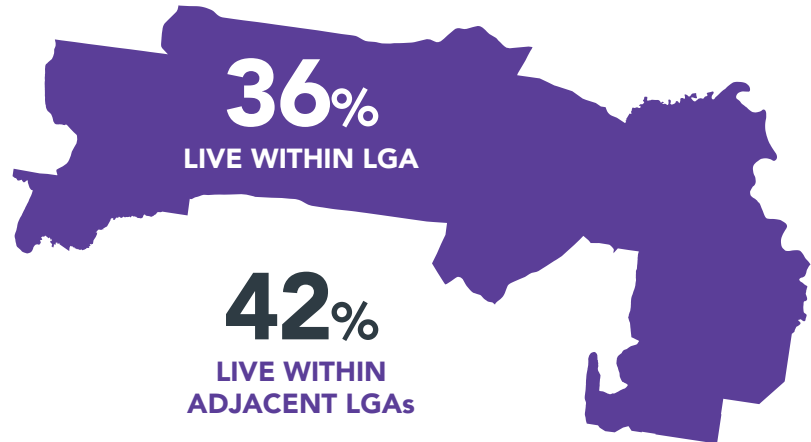


966
HEADCOUNT

856.8 FTE



9.95%
WORKFORCE
GROWTH SINCE 2021



ATTENDANCE TYPE

85%

OF EMPLOYEES
WORK **FULL TIME**

9%

OF EMPLOYEES
WORK **PART TIME**

6%

OF EMPLOYEES
WORK **CASUALLY**



92%
OF **PART TIME** & **79%**
OF **CASUAL** EMPLOYEES
ARE **WOMEN**

86%

OF THE WORKFORCE
IS **PERMANENT**

AGE PROFILE

45.63

AVERAGE AGE
ACROSS COUNCIL

INCREASE BY
1.42%
SINCE 2021

17% **BOOMER**
1946 – 1964

35% **GEN X**
1965 – 1980

37% **MILLENNIAL**
1981 – 1996

11% **GEN Z**
1997 – 2012

LENGTH OF SERVICE

AVERAGE LENGTH OF
SERVICE IS **8.33 YEARS**

21%

LESS THAN
2 YEARS

33%

BETWEEN
2 – 5 YEARS

46%

MORE THAN
5 YEARS

RETIREMENT

9%

OF EMPLOYEES WILL
REACH RETIREMENT AGE
IN THE NEXT 5 YEARS

5%

OF EMPLOYEES ARE
ALREADY AT RETIREMENT
AGE OR ABOVE

All data is as of 21 March 2025 unless otherwise stated

GENDER DIVERSITY

35%

OF EMPLOYEES AT MANAGER
LEVEL AND ABOVE ARE WOMEN
INCREASE OF 8% SINCE 2021



49.2%

OF EMPLOYEES ARE
WOMEN

50.7%

OF EMPLOYEES ARE
MEN

0.1%

OF EMPLOYEES
SELF-DESCRIBE

NEW HIRES

207

NEW HIRES IN 2024

65%

NEW HIRES ARE
MILLENNIAL OR GEN Z

8.2%

NEW HIRES LEFT WITHIN
THEIR FIRST 12 MONTHS
DECREASE OF 10.8%
SINCE 2021

LEADERSHIP

49%

OF FRONTLINE LEADERS
HAVE MORE THAN
10 YEARS SERVICE

51.25

AVERAGE
LEADERSHIP AGE

20%

OF MANAGERS
HAVE MORE THAN
10 YEARS SERVICE

5%

OF FRONTLINE LEADERS
WORK PART TIME –
ALL ARE WOMEN

TURNOVER

3%

INVOLUNTARY

6.7%

VOLUNTARY

11.23%

ANNUALISED

All data is as of 21 March 2025 unless otherwise stated

Objective 1

Strengthening our accountability, capability and agility to deliver for our community

Being community focused and delivering on the things that matter most will strengthen our capability, accountability and governance to inspire, deliver and drive sustainable performance.

Action Taken – What we will do to get there	Measures – How we will know we have arrived	25/26	26/27	27/28	28/29
1.1 The community has a greater experience of the services delivered by our people and our people are in roles where they are clear about what they are delivering, and why it matters.					
Customer Experience* 1.1.1 (a) Map the transactional customer value-chain and prepare service guides for every service and function with the outcomes expected to be delivered to the customer. (b) Implement a learning program that builds employee capability to consistently place customers at the centre of service delivery.	50% of process / transactional customer-value chain maps and functional service guides completed annually within each Department 25% of workforce complete the customer experience learning program annually 10% improvement in customer experience score within 12 months of implementing action relevant to each Department	✓	✓		
		✓	✓	✓	✓
Organisation Workforce Design and Job Design 1.1.2 (a) Workforce Model: Implement an organisational workforce model and renewed approach to job design. (b) Project Teams: Establish collaborative and cross-functional projects and governance to embed agility into our ways of working. (c) Remuneration and Benefits: Implement the remuneration and benefits program to realign salaries to industry benchmarks, individual skills and performance and scope of role.*	50% of role descriptions re-written with new model and job design principles annually 100% of positions benchmarked and realigned to remuneration and benefits framework within 2 years 4 cross-directorate project teams established and delivering an agreed executive business outcome within 2 years	✓	✓	✓	✓
		✓	✓	✓	✓
		✓			
1.2 Corporate strategies and plans are effectively executed through strong leadership and focused teams that enable people to succeed.					
Performance Management and Development* 1.2.1 Establish performance indicators for every role and embed within Career Conversation Plans and practice.	100% of role descriptions and career conversations plans include identification of performance measures and establishment of performance targets/KPIs aligned to the integrated planning and reporting framework within 2 years	✓			
Leadership and Management Capability* 1.2.2 (a) Implement the Liverpool Leadership Academy for all leadership levels and the 'Managers Hub' online portal. (b) Improve teamwork by introducing high performing team programs for each department.	≥ 80% of leaders participate in professional development through the Liverpool Leadership Academy annually 100% of departments complete the high-performing teams program over the next 4 years	✓	✓	✓	✓
		✓	✓	✓	✓
1.3 Leaders have access to accurate and quality workforce data that provides insights into workforce performance and trends to enable better informed, data-driven decisions.					
Technology and Digital Platforms* 1.3.1 Examine, analyse the need and implement suitable technology, AI and/or digital platforms to enable the effective delivery of People and Culture services (for example - ERP, HCM, ATS, VMS).	100% of People and Culture services examined and suitable technology identified with at least 2 new systems implemented in recruitment and volunteering ≥ 50% of People and Culture transactional service processes digitally enabled	✓	✓	✓	✓
Workforce Dashboards and Performance* 1.3.2 (a) Implement and maintain workforce analytic dashboards for the organisation, Executive and organisations with comparative industry benchmarks. (b) Embed into senior management business practice a quarterly people review of workforce data to inform decision-making.	100% of Executives are accessing workforce dashboards to proactively inform decision-making - Quarterly reports are delivered/presented to Executive of workforce dashboard insights and trends 100% of Senior Managers participate in quarterly workforce data reviews delivered by HRBPs	✓			
			✓	✓	✓

*connected to the Culture Enrichment Program, refer to appendix a for more detail.

Objective 2

Building a purpose-driven, future-ready workforce that fosters a can-do performance culture

Empowering our people with 'a better way, every day' mindset will drive proactive action, continuous growth and help build the workforce of the future, today, for our community.

Action Taken – What we will do to get there	Measures – How we will know we have arrived	25/26	26/27	27/28	28/29
2.1 Leaders and employees are engaged, working together and demonstrating our workplace behaviours every day in delivering organisational change improvement programs.					
Culture Enrichment Program* 2.1.1 Implement the initiatives in the culture enrichment program through dedicated employee working groups delivering outputs experienced by the whole workforce.	100% of Culture Enrichment Program initiatives delivered by employee working groups ≥ 60% of workforce participate in an annual engagement survey with team-lead action plans implemented, owned and delivered	✓	✓	✓	✓
Safety-First and Wellness Program 2.1.2 Establish and implement a safety-first and wellness program for different workforce cohorts and toolbox talks that fosters a proactive approach to safety and wellness at work.	≥ 80% of workforce cohorts participate in a safety-first or wellness initiative as part of the program annually 3 wellness initiatives implemented annually as BAU	✓	✓	✓	✓
Change Management and Internal Communications 2.1.3 Develop and implement an organisational change management and internal communications framework.	- Framework is launched and training implemented for all Directors and Managers > 80% of major organisational changes are undertaken in accordance with the framework	✓	✓		
2.2 A workforce that is resilient, adaptable and better equipped to navigate emerging challenges and achieves immediate and longer-term goals.					
Capability Framework 2.2.1 (a) Implement a future-ready capability framework informing job design, hiring, performance management, skill development, career pathways and succession planning. (b) Undertake a training and opportunity needs analysis (TONA) to map skill requirements and unlock hidden talents.	- Capability framework implemented across 25% of employee lifecycle functions annually 25% of organisational TONA mapped bi-annually	✓	✓	✓	✓
		✓	✓	✓	✓
Workforce Planning and Succession 2.2.2 (a) Establish a workforce planning framework and a business continuity plan as an annual practice to identify and address critical roles, future talent needs, succession and resourcing requirements. (b) Establish a program to support capability build for early careers, talent and succession in critical roles.	100% of Managers undertake the workforce planning practice annually 100% of critical roles identified with a succession and development plan in place		✓	✓	✓
				✓	✓
Employee Learning and Development Program 2.2.3 Deliver an annual learning and development program that includes building human skills such as emotional intelligence, adaptability and resilience.	≥ 50% of employees annually participate in a professional development program/course that improves their skills aligned to the capability framework or human skills	✓	✓	✓	✓

*connected to the Culture Enrichment Program, refer to appendix a for more detail.

Equal Employment Opportunity (EEO) Management Plan

2025–2029

At Liverpool, we foster a diverse, inclusive and respectful workplace where everyone belongs.

We are committed to having an environment that is enriched by the unique and diverse experiences, backgrounds and perspectives of all our people.

As one of the most diverse local government areas in New South Wales, we are proud to build a workforce that reflects the vibrancy and richness of the Liverpool community.

Our EEO Management Plan supports the delivery of our Workforce Management Strategy in **embracing a better future together** and striving for a **better way- every day**.



Our EEO Management Plan 2025-2029

The EEO Management Plan 2025-2029 has been prepared in accordance with the requirements of the *Local Government Act 1993*. It supports our Dignity and Respect in the Workplace Policy, which reinforces that everyone has the right to be treated with respect at work.

This plan aligns with our Community Strategic Plan, Reconciliation Action Plan and Disability Inclusion Action Plan and builds on the commitments made in the previous Workforce Management Strategy to strengthen the foundations of diversity, inclusion, equity and belonging in our workplace.

Areas of focus		What this looks like in action	25/26	26/27	27/28	28/29
1	Develop a Diversity, Inclusion, Equity and Belonging (DIEB) framework and strategy.	- Co-creating a DIEB strategy through a DIEB committee with representatives from across the workplace. - Implementing actions of the DIEB Strategy, Reconciliation Action Plan and Disability Inclusion Action Plan.		✓	✓	✓
2	Ensure policies, procedures and plans align to EEO principles and anti-discrimination legislation.	Workplace policies undergo an annual review to ensure EEO principles are upheld.	Ongoing			
3	Collect and capture workforce data to map progress and guide future plans and strategies.	- EEO and demographic data is collected at onboarding. - EEO questions included in engagement surveys. - Annual ELT Report on EEO data and insights.	Ongoing			
4	Provide compulsory compliance learning on Dignity and Respect in the Workplace.	Employees complete learning within 30 days of commencement, and every two years thereafter.	Ongoing			
5	Continue to attract and retain people from diverse backgrounds and abilities to ensure the workforce compliments the Liverpool community.	- Diversity statement included within advertisements and careers page. - EVP imagery is inclusive. - Position descriptions simple and easy to understand. - Implement the Anti-Discrimination Board exemption for seven (7) First Nation identified roles.	Ongoing			



Appendix A – Culture Enrichment Program

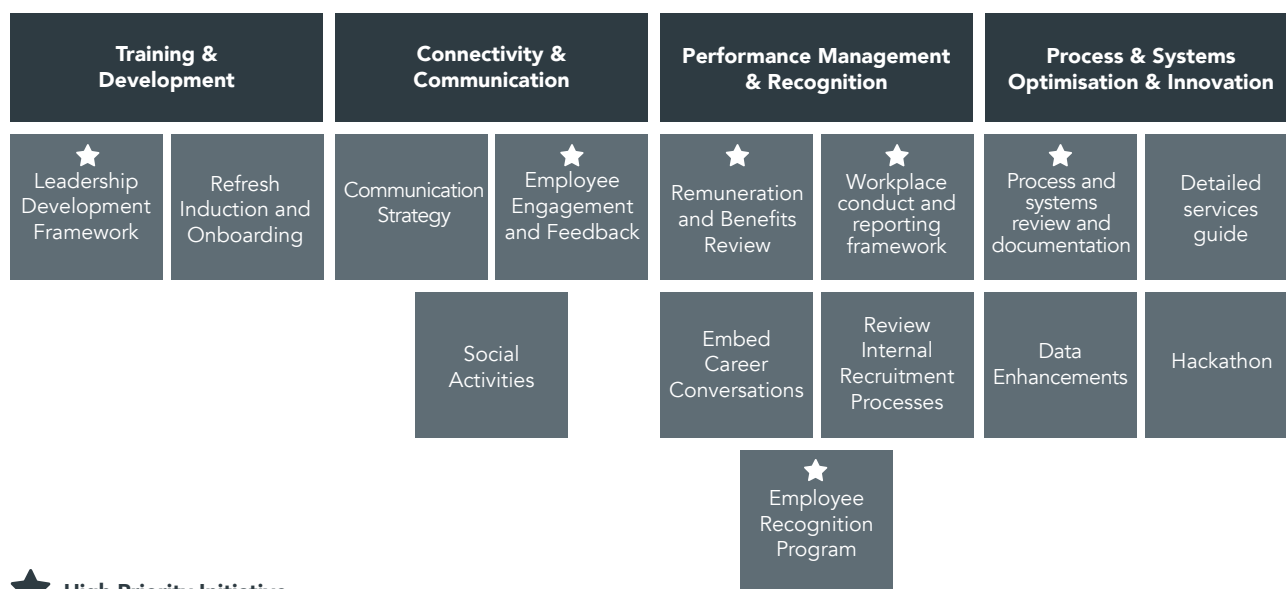
Liverpool City Council embarked on a cultural change program designed to align its workforce with its strategic goals. The Workforce Management Strategy 2022-2025 had two key initiatives (1.1 and 1.2) focused on building a greater sense of purpose, belonging and cultural alignment at Liverpool.

In 2024, a comprehensive engagement program was undertaken with significant collaboration across the organisation to define the target culture, understand and assess the current state culture and support the organisation to bridge the gap between the current and aspirational culture. A roadmap was developed with four (4) focus areas, underpinned by fourteen (14) prioritised initiatives, together with an overarching aspirational culture statement and five (5) enabling behaviours. Together this forms the Culture Enrichment Program.

Our Culture Enrichment Program represents a strategic commitment to empowering our workforce to achieve their full potential. The robust governance framework helps ensure these initiatives are executed in an organised, timely, and efficient manner, by diverse project teams.

This program seeks to ensure the long-term sustainability and impact of Liverpool City Council's mission to create a great city for future generations with input from people who are living the experience every day – our people.

The Culture Enrichment Program forms part of the Workforce Management Strategy 2025-2029 and the initiatives are outlined below.



★ High Priority Initiative

For further information



Visit Us

Customer Service Hub
Yellamundie Library and Gallery, 52 Scott Street,
Liverpool, NSW 2170
Open Monday - Friday, 8.30am - 4.30pm



Phone

1300 36 2170
Calling from interstate: (02) 8711 7000
National Relay Service (NRS): 133 677
(for hearing and speech impaired customers)



Email

lcc@liverpool.nsw.gov.au



Post

Locked Bag 7064, Liverpool BC, NSW 1871



Website

www.liverpool.nsw.gov.au



Subscribe

www.liverpool.nsw.gov.au/subscribe