



WORKFORCE MANAGEMENT STRATEGY



ACKNOWLEDGEMENT OF COUNTRY

Liverpool City Council would like to acknowledge the traditional custodians of the land that now resides within Liverpool City Council's boundaries, the Cabrogal clan of the Darug Nation. We acknowledge that this land was also accessed by peoples of the Dharawal and Darug Nations.

ACCESS AND EQUITY STATEMENT

Liverpool City Council demonstrates commitment to its diverse community to ensure that its programmes and services meet the needs of its community. Liverpool Council acknowledges the city's First Nations people and the original inhabitants of the Liverpool Local Government Area, the Darug (Dharug) and Dharawal (Tharawal) Aboriginal people, multicultural communities and their varied cultural and linguistic backgrounds languages, traditions, religions, spiritual practices.



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Message from the CEO

“Our community, our workplace, one team”

The region of Liverpool is rapidly changing, and Liverpool City Council has been entrusted by residents to shape a prosperous future for its residents. The region’s predicted growth over the next decade (increase of 229,450 people to 2041¹) will raise the bar for Council significantly. Simply doing more, working harder and faster is unlikely to deliver the scale, complexity and sophistication of solutions and services required to meet the needs of our rapidly growing community and transform Liverpool into **a vibrant global city of lifestyle and opportunity.**

Over the past two years the global pandemic has had a profound impact on the way individuals and organisations view the world-of-work and Council has not been immune to this. In designing the 2022 – 2026 Workforce Management Strategy, careful consideration to the needs of our people in a post-pandemic workplace was balanced with the need to position our workforce to thrive in the next step-change of our region’s growth.

The 2022 – 2026 Workforce Management Strategy adapts and builds on the progress made by the previous plan and supports the four strategic objectives of *Liverpool 2032* – the Community Strategic Plan:

- **Social** – Healthy, inclusive, engaging
- **Environmental** – Liveable, sustainable, resilient
- **Economic** – Evolving, prosperous, innovative
- **Civic Leadership** – Leading, visionary, responsible

Over the four-year period of the Workforce Management Strategy, 23 targeted initiatives will be phased in. Collectively the initiatives will enable our people to have a sense of belonging, build new capability, be supportive of each other and work together to deliver value to the community. We have great people, and by working together, our workforce and community vision can be realised.

¹ <https://www.planning.nsw.gov.au/-/media/Files/DPE/Factsheets-and-faqs/Research-and-demography/Population-projections/2019-Liverpool.pdf>



2022-2026 Workforce Management Strategy

The Liverpool City Council (Council) 2022-2026 Workforce Management Strategy (WMS) has been developed to address the human resources requirements of Council's service delivery program for the same period. There is anticipated growth of the region over the coming decade, meaning community expectations regarding Council services will evolve and the competition to attract and retain talent will increase.

Council has built a stable and loyal workforce. This four-year plan has been designed to build on what makes Council a great place to work and also shapes the capacity and capability of the workforce to enable greater flexibility, responsiveness, and performance now and in the future.

Workforce vision

Our community, our workplace, one team.

We value difference and are inspired by new ways of working.

Workforce priorities

Belonging at Liverpool

Living our Liverpool values to fulfil our purpose and create an engaging and inclusive environment for everyone.

Building stronger connections

Facilitating formal and informal networks to build workforce connections.

Inspiring leadership and learning in everyone

Supporting individuals to lead themselves, lead others and the community.

Growing for the future

Supporting our people leaders and employees reach their full potential.



The role of workforce strategy

The NSW Government's *Integrated Planning and Reporting Framework* requires Councils to review and develop strategies relating to financial, asset management, and workforce planning.



Council's WMS identifies a range of people strategies and actions to deliver the community's vision. Specifically, this WMS will enable:

- Continued development of people capability and enhanced capacity to respond to evolving and changing Council priorities and strategic directions, together with alignment with demographic challenges and opportunities, emerging labour market trends and operates within financial constraints
- Sustained ability for Council to attract, engage, develop, recognise, and reward talented people
- Continued focus on resource and workplace planning.



Approach for developing the WMS

A comprehensive scan of the internal and external environment was undertaken to shape the workforce priorities and underpinning initiatives in this plan. The following sources were used:

- Insights from the workforce consultation process, including:
 - A series of individual and group consultation sessions with Council's Executive Leadership Team (ELT) and employees; and
 - All-employee online survey.
- Council workforce data, survey results and reports;
- PwC Local Government Performance Excellence Program data and reports;
- Various reports relating to the future of the Local Government sector and Liverpool region; and
- The 2018-2022 WMS.

The scan reinforced many of the people and workplace challenges that Council has historically faced, in addition the scan found that the pandemic had an adverse effect on the resilience and wellbeing of the workforce and the need to redirect resources slowed the implementation of some 2018-2022 WMS strategies. The insights from the scan were used to form the following areas of need for the next four years:

- A reset of the organisational culture, ways of working and structures that are uniquely 'Liverpool City Council';
- A segmented approach to designing a compelling employee value proposition (EVP);
- Investment in leadership development and organisational capabilities to enable our workforce to thrive;
- Advancing our belonging and inclusiveness aspirations; and
- Contemporary systems, policies, practices, and technology to support our leaders to lead and improve our overall employee experience, including the resetting of some legacy and outdated practices.

This is the third WMS and continues to build on the progress of those before.



Workforce priorities and metrics

The following table outlines how we will measure progress with the WMS to 2026.

Workforce priorities	Metrics
<p>Belonging at Liverpool</p> <p><i>Living our Liverpool values to fulfil our purpose and create an engaging and inclusive environment for everyone.</i></p>	<ul style="list-style-type: none"> • Baseline employee engagement² and inclusion³ scores, with average increase of 5 percentage points per year thereafter to 2026⁴ • Tracking progress against aspirational culture via behavioural culture diagnostic⁵ (as part of engagement survey) or culture index⁶ • Applicant rates (attraction) and turnover rates (retention)
<p>Building strong connections</p> <p><i>Facilitating formal and informal networks to build workforce connections.</i></p>	<ul style="list-style-type: none"> • Onboarding and induction experience, both qualitative (e.g., feedback) and quantitative (e.g., employee Net Promoter Score⁷; satisfaction with onboarding experience) • Baseline ways of working score⁸ (as part of employee engagement survey), with average increase of 5 percentage points per year thereafter to 2026
<p>Inspiring leadership and learning in everyone</p> <p><i>Supporting individuals to lead themselves, lead others and the community.</i></p>	<ul style="list-style-type: none"> • Evaluation (activity/uptake, reactions, experiences, learning, impact) of leadership development program, self-directed and Council directed development opportunities • Baseline leadership score⁹ (as part of employee engagement survey), with average increase of 5 percentage points per year thereafter to 2026
<p>Growing for the future</p> <p><i>Supporting our people leaders and employees reach their full potential.</i></p>	<ul style="list-style-type: none"> • Critical roles defined and successors for critical roles identified • Percentage of People Achieving Plans and achievement evaluations • Number / percentage of vacant roles • Baseline structure, remuneration, performance, and talent management scores¹⁰ (as part of employee engagement survey), with average increase of 5 percentage points per year thereafter to 2026

² This is typically measured via a survey where employees anonymously share their views and experiences on a series of questions. Employee engagement is a measure of employee pride, loyalty, motivation, and general satisfaction / experience working for Council.

³ See 7. Inclusion is a measure of how included employees feel in their team / organisation, including their felt sense of belonging, perceived trust, psychological safety, and perceived fairness.

⁴ For example, if employee engagement in 2022/23 is 50%, this would mean a target of 55% in 2023/24, 60% in 2024/25, and 65% in 2025/26, on average.

⁵ Once Council has defined its cultural aspirations and capability framework, a behavioural culture diagnostic can be developed to measure how the culture is 'showing up' at Council through self, team, and organisational experiences/observations.

⁶ Once Council has defined its cultural aspirations, a culture index can be developed to track lag indicators of culture (e.g., if Council aspired towards a culture of 'community first', we would expect positive shifts in customer experience ratings/feedback as one indicator).

⁷ Employee Net Promoter Score is a calculated measure of how likely employees are to recommend something (in this example, how likely new employees are to recommend the Council onboarding experience to other new starters).

⁸ See 7. Ways of working is a measure of how teams come together at Council, how progressive work practices are adopted and supported, and to what extent employees understand the 'why' and 'how' of these changes.

⁹ See 7. Leadership is a measure of perceptions of leaders and experiences working with leaders.

¹⁰ See 7. Structure, remuneration, performance, and talent management are separate measures within the survey.



Workforce management goals and 4-year initiatives

It is important to note that the strategies outlined below are contingent on the continued availability of funding within Council.

1. Belonging at Liverpool

Objective	Living our Liverpool values to fulfil our purpose, create an engaging and inclusive environment for everyone.
Current state summary	The purpose, values and behaviours are the cornerstone of any organisation. Employees are aware of the current purpose and values, and there may be a need to realign this with the new Council direction and clarify how values are lived through action. Employee engagement is not surveyed on a regular basis and components of Council EVP exist and need to be clearly and consistently articulated.
Our goals for the next four years	<p>Being purpose-led</p> <ul style="list-style-type: none"> • The organisational purpose statement and core values are aligned to the vision statement of current Council leadership. • There is a wide appreciation that organisational culture is an enabler of purpose and values. <p>Setting clear behavioural expectations</p> <ul style="list-style-type: none"> • Behavioural expectations have been co-authored with employees. • There is evidence that these cascade into day-to-day interactions, expectations are included in the onboarding experience for new starters. <p>Inclusion</p> <ul style="list-style-type: none"> • Strategies and activities are in place to support inclusion and belonging. • Ongoing measurement of diversity and inclusion is occurring. • There is adherence to legislation. • There are practices in place to ensure an inclusive lens is applied to internal and external communications and people policies and practices. <p>Employee experience and engagement</p> <ul style="list-style-type: none"> • There is a Council-wide approach to measuring and monitoring employee engagement and understanding the employee experience. <p>Employee value proposition</p> <ul style="list-style-type: none"> • All components of the EVP are documented. Some effectiveness measures are in place and monitored. There is support by most People Leaders to deliver on it.
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our goals?</i></p> <ul style="list-style-type: none"> • 1.1. Revisit our purpose and direction to ensure our values are aligned and there is clarity on expected behaviours across Council. • 1.2. Co-create a description of our aspirational culture and a road map on how to get there. • 1.3. Advance our inclusion and belonging agenda. • 1.4. Regularly measure, action and monitor the employee experience and engagement levels of the workforce. • 1.5. Develop universal EVP principles and messages that can be tailored by People Leaders to meet individual needs, especially in roles that are difficult to fill.



2. Building strong connections

Objective	Facilitating formal and informal networks to build workforce connections.
Current state summary	As Council transitions into the post-pandemic work environment, there is an opportunity to build and strengthen workforce connections within teams and across Council. Examples of this include, exploring different and new ways of working, refreshing the onboarding and employee experience to align with a one-team mindset, redirecting the health and wellbeing initiatives to where the needs are most prevalent and making the strategic links between talent, succession and transition.
Our goals for the next four years	<p>Onboarding</p> <ul style="list-style-type: none"> • Induction has a base level of information which is critical for all new starters but has tailored components to ensure that irrespective of role, employees are job ready. <p>Ways of working</p> <ul style="list-style-type: none"> • People Leaders understand ‘why and how’ to introduce and embed new ways of working. • Locally, changes are being made with (rather than to) the workforce. • Strategic and progressive policy changes are in development. <p>Health and wellbeing</p> <ul style="list-style-type: none"> • There is regular reporting on fragility indicators and strategies to support People Leaders and the workforce to address them. • There is evidence that the purpose, values, and culture of Council includes consideration to the physical, mental and social wellbeing of the workforce. <p>Mentoring and coaching</p> <ul style="list-style-type: none"> • A formal coaching and mentoring program strategy has been developed. • Funds are available to pilot the program. <p>Talent pipeline</p> <ul style="list-style-type: none"> • There is a framework; for example, success profiles for individuals and their People Leader to identify and work towards leadership roles. • Views around potential successors are underpinned by some evidence. • Linkages between talent, succession and transition are made and looked at collectively.
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our goals?</i></p> <ul style="list-style-type: none"> • 2.1. A refreshed onboarding experience that is suitable for a hybrid, fast growing workforce • 2.2. A post pandemic support campaign for People Leaders and their teams to: <ul style="list-style-type: none"> ○ Create a suitable and Council aligned post-pandemic working environment for example, this may include helping teams understand the ‘why’ and the ‘what’s in it for me’ to embedding new/different ways of working. ○ Implement localised changes with their teams. • 2.3. Introduce progressive ways of working practices into relevant workplace consultations • 2.4. Evaluate and evolve the existing health and wellbeing program • 2.5. Establish and pilot a mentoring and coaching network to support development • 2.6. Enhancement of the POD business partnering model to enable proactive advice and support, specifically in the large and complex directorates • 2.7. Strengthen the specialist POD capability to work with people leaders to link talent, succession and transition and design bespoke talent strategies (attraction and retention), for example for hard to fill job families



3. Inspiring leadership and learning in everyone

Objective	Supporting individuals to lead themselves, lead others and the community.
Current state description	Leadership at all levels is required to lead the organisation and community through an immense period of growth. There is a desire to have access to leadership development opportunities to improve the capability of current People Leaders and emerging People Leaders. There is also recognition that new and different workforce capabilities will be required for the future and a contemporary learning a 70:20:10 approach should be incorporated.
Our goals for the next four years	<p>Capability frameworks</p> <ul style="list-style-type: none"> • Capability framework is developed and used as a tool in some human resources practices such as recruitment, performance management, learning and development. • Capability development is targeted at lifting areas of capability relevant to role. <p>Leadership development</p> <ul style="list-style-type: none"> • There is regular assessment and refresh of leader capabilities. • Organisational outcomes and metrics that measure the impact of leadership development programs are agreed up front – these influence the design of the program. • Future leaders are identified through talent management and succession planning. • The leadership development initiatives are based on a longitudinal program approach, rather than a one-off or ad-hoc modules. <p>Learning and development (L&D)</p> <ul style="list-style-type: none"> • The L&D strategy is based on contemporary adult learning principles (70:20:10). • The design of the L&D program and calendar is influenced by the needs of the customers. Business Partners are consulted during the process. <p>Learning management system (LMS)</p> <ul style="list-style-type: none"> • The LMS can record useful L&D information relating to an individual’s learning journey and produce some insightful reporting. • Self-directed learning options are available and accessible.
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our desired state?</i></p> <ul style="list-style-type: none"> • 3.1. Design and pilot the Liverpool Leadership program and talent management framework, the design will be based on an endorsed leadership capability framework • 3.2. Pilot self-directed, digital learning experiences for selected organisational-wide capabilities. For example: <ul style="list-style-type: none"> ○ Understanding team dynamics ○ Strategic workforce planning ○ Leading through change ○ Coping with change ○ Understanding Council ○ Developing others ○ People Achieving framework and me ○ Giving and receiving feedback • 3.3. Update the Learning Management System to increase its functionality to facilitate an individual’s holistic development journey at Council



4. Growing for the future

Objective	Supporting our People Leaders and employees reach their full potential.
Current state description	There is an opportunity to modernise workforce systems, policies, practices, and technology to support our leaders to lead and improve the overall employee experience, as well as support the transformation of Liverpool into a vibrant global city.
Our goals for the next four years	<p>Organisational structure</p> <ul style="list-style-type: none"> • Organisational design is acknowledged as ‘more than’ structure • An organisational structure that is strategy led and underpinned by robust design principles, including structure as an enabler of strong front line service delivery standards • That the broader organisational design elements such as delegations, spans of control, ways of working, culture are fit for purpose • That any structural change roll out is sufficiently resourced • The POD team has sufficiently skilled organisation design specialists to proactively provide expert and strategic advice on structure and broader organisational design elements. <p>Workplace consultation</p> <ul style="list-style-type: none"> • Workplace consultation is strategy led and conducted with active engagement and leadership of line management. • Employees and stakeholders are regularly consulted. • Progressive ways of working practices are introduced into the next workplace consultations. <p>Workforce and resource planning</p> <ul style="list-style-type: none"> • There is a proactive approach to workforce planning focused on ensuring that the capabilities required for the future are identified ahead of need. • Workforce plans are regularly updated and are detailed down to a department and team level. • POD business partners and specialist POD resources are available to support workforce plans for hard to fill job families or areas experiencing severe workforce issues • Workforce planning resources are available for people leaders to design and develop workforce plans for their teams <p>Classification, remuneration and reward</p> <ul style="list-style-type: none"> • There is scope in the remuneration strategy to differentiate pay-points based on experience or value add. • There is opportunity to recognise / reward superior performance other than with words. <p>Reporting, analytics, and insights</p> <ul style="list-style-type: none"> • There is a workforce analytics strategy that enables line managers to access standard reports on demand and insightful data on request. • POD have capability to draw insights from workforce analytics.



	<p>Performance management</p> <ul style="list-style-type: none"> • Feedback is continuous and real-time, is two-way and focuses on recognising and building on strengths; it is used to identify training and development opportunities. • Regular informal feedback underpins the formal performance management cycle. <p>Payroll</p> <ul style="list-style-type: none"> • This information is accessible, intuitive, and accurate 24/7 in an online format, including mobile devices. • The payroll function is sufficiently resourced to provide support services to employees such as new employees or complaints. • Paper-based processes are the exception, rather than the rule. <p>Change management</p> <ul style="list-style-type: none"> • POD has some resources and experience to provide change support to line management. • Support is in place to build change management capacity and capability.
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our desired state?</i></p> <ul style="list-style-type: none"> • 4.1. A review of our organisational structure and supporting organisational design elements to ensure there is clear alignment to Council strategy and direction • 4.2. Strengthen our specialist (internal) support in the areas of organisational design and resource planning (including vacancy strategy) • 4.3. Strengthen our business partnering model for across corporate services and improve collaboration for standard services such as the DP and OP workforce budgeting process • 4.4. Refresh the People Achieving framework to ensure it is aligned with changes to other workforce practices and Council culture • 4.5. Reset the classification, remuneration and reward framework • 4.6. Incorporate a 70:20:10 approach to our workforce development practices • 4.7. Enhance the trainee/cadet program by aligning it to Council's aspirational culture • 4.8. Advance the reporting, analytics, and insights capability within Council

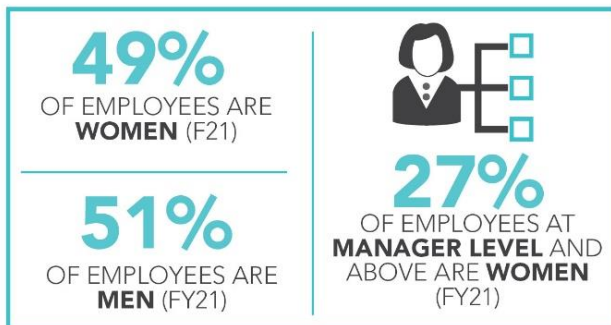


Our workplace profile

2022



Aurion Data at June 2021



PwC FY 21 Report



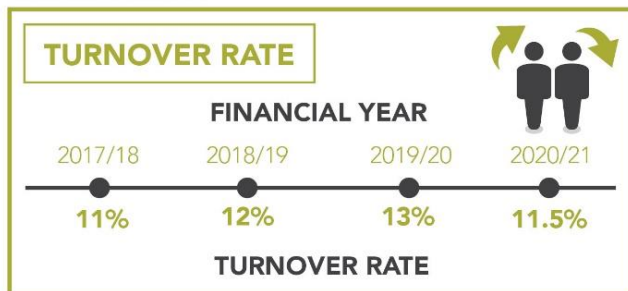
PwC FY 21 Report



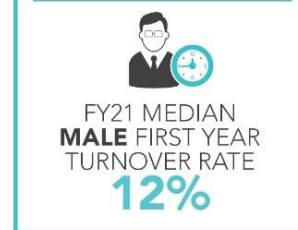
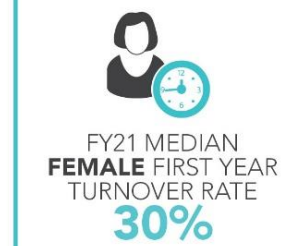
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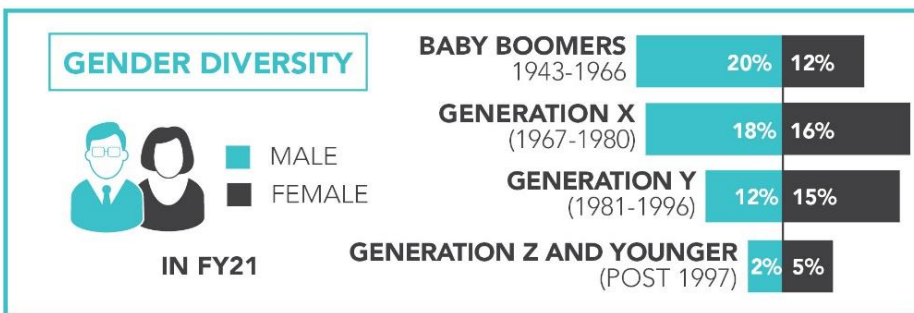
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