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**Our People, Our Workplace, Our Future:
Liverpool City Council's Workforce Management Plan**

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Message from the Chief Executive Officer

The *Growing Liverpool 2023* ten year strategic plan concentrates on seven key strategic Directions to move Liverpool forward, outlines the direction for change, and is based on a set Principles (ie. *Leadership, Excellence, Partnership, Innovation, Equity and Sustainability*) that guide the delivery of the vision for Liverpool.

Our People, Our Workplace, Our Future is Liverpool City Council's Workforce Management Plan. This Plan supports Council's corporate values and key strategic Directions. It assists Council in achieving its community vision for Liverpool to be a vibrant regional city of opportunity, prosperity and diversity.

Our People, Our Workplace, Our Future supports the delivery of *Growing Liverpool 2023*, and sets out the strategies to ensure that Council has a workforce that is capable of responding to emerging community needs now and into the future – strategies aimed at creating sustained ability for Council to attract, engage, develop, recognise and retain talented people.

Council recognises the people challenges ahead of us – including an ageing workforce, skills gaps, retaining quality employees etc.

Our People, Our Workplace, Our Future ensures that one of the Council's major assets – it's people – are integrated into planning for Council's changing and emerging needs and challenges.

In addition to developing, recognising and rewarding its existing workforce, Council needs to explore every avenue to attract and retain talented people. These include young people, through offering opportunities for innovation, creativity and ongoing education and career development. Of equal importance, Council needs to attract, develop and retain mature age people, whose skills and experience are of value. Council also needs to consider opportunities in the underemployed sections of the labour market, ie. women with young children, carers, people with disabilities, Aboriginal and Torres Strait Islander people, people from culturally diverse backgrounds etc.

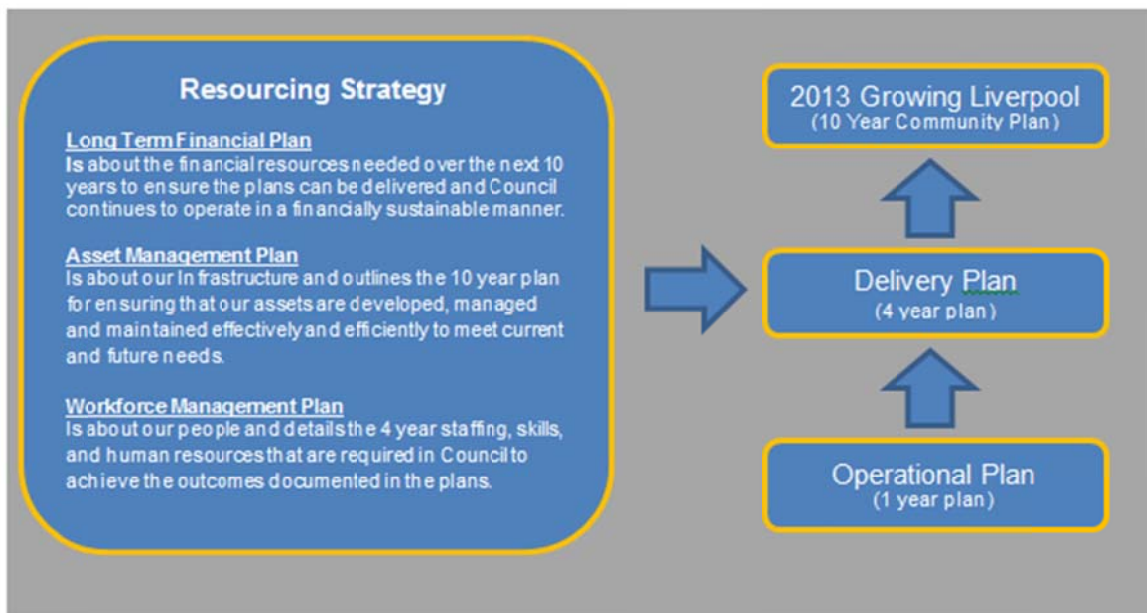
Our People, Our Workplace, Our Future will result in improved organisational outcomes, and enhanced service delivery and facilities for the Liverpool community.

Carl Wulff
Chief Executive Officer

Introduction

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

Our People, Our Workplace, Our Future - Council's Workforce Management Plan - identifies a range of people strategies supporting Council's emerging and long-term service delivery expectations and needs of the community.



Council is also proceeding with the preparation of plans to establish its ongoing viability process as part of the NSW Government's **Fit for the Future** program. This requires all NSW councils to demonstrate that their operating model supports effective and efficient service delivery, with the scale and capacity to meet the ongoing needs of their communities.

Our People, Our Workplace, Our Future ensures:

- Continued development of people capability and enhanced capacity to respond to evolving and changing Council priorities and strategic directions, aligns 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.
- Adoption of a best practice and innovative approach to workplace planning.
- Council is *Fit for the Future*, enabling capacity for meeting ongoing community needs, resourced with the people best able to inform strategic directions, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

Who We Are

Liverpool City Council Organisational Chart:

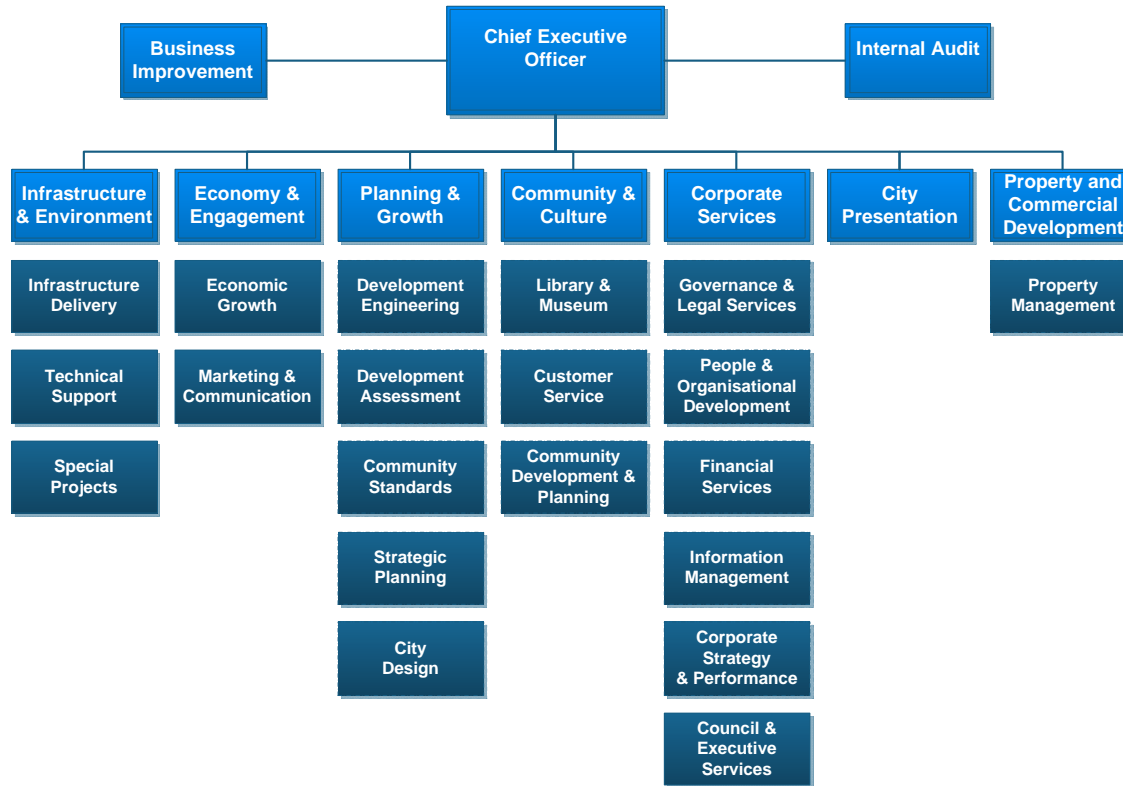


Figure 1. LCC Organisational Chart

Workforce Snapshot – March 2015:

- 700.10 (Actual FTE) people employed - 824 (Actual Headcount)
- 90.26% are employed on a permanent basis (based on Actual FTE).
- The remainder are temporary 7.36%, casual 0.79% or trainees, apprentices 1.58% (based on Actual FTE).
- 78% of employees work full time (based on Actual Headcount).
- The majority - 39% - are employed in Community and Culture (which includes childcare, arts customer service and library), followed by 26% employed in City Presentation (which includes Council's outdoor staff).
- 50.72% of the workforce is male, with 49.27% female.
- 28.1% of the workforce is between the age 50 and 60, with 9.46% over 60 years of age.
- Turnover rate is 11.88% for 2013 - 2014 FY
- 8.41% of total terminations were from the management and/or executive level.
- 432 FTE employees have over 5 years of service, with 178 FTE employees have between 2 and 5 years of service.

Who We Are

Current Structure:

Infrastructure and Environment	Workforce Snapshot – March 2015:	Workforce Priorities	Objectives to meet priorities
<p>Infrastructure and Environment is responsible for planning and delivering new infrastructure in the built environment, including transport related infrastructure and services, while balancing and protecting the natural environment.</p> <p>Infrastructure and Environment will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Sustainable Environment</p> <p>Key Direction: Natural Sustainable City</p> <p>Service/ Principal Activity: Infrastructure Delivery Technical Support</p> <p>Key Direction: Accessible Connected City</p>	<ul style="list-style-type: none"> 8.37% of the workforce is employed in Infrastructure and Environment. 93.17% are employed on a permanent basis based on Actual FTE. The remainder are temporary 5.12%, casual 0% or trainees, apprentices 1.71% <p>95% of employees work full time as per the Actual Headcount.</p> <ul style="list-style-type: none"> 80.3% of the workforce is male, with 19.67% female. 34.43% of the workforce is between the age 50 and 60, with 11.48% over 60 years of age. Contribution to Council turnover rate for 2013-2014 FY is 3.74% of total terminations. 35 FTE employees have over 5 years of service, with 16 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> Staff Rotation and Cross training. Valid Accreditation and eligibility of employees. Deliver Formal Performance Appraisals for staff. Knowledge Sharing. Recruitment and Selection. 	<p>Key Result Area 3 Developing Talented People Objective 3.1</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 5 Retaining Talented People Objective 5.2</p> <p>Key Result Area 1 Attracting Talented People Objective 1.1</p>

Economy and Engagement	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>Economy and Engagement is responsible for building Liverpool's economy, engaging and communicating with the broad community, including community capacity building, events and fostering civic pride.</p> <p>Economy and Engagement will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Economic Development and Marketing and Communications</p> <p>Key Direction: Vibrant and Prosperous City</p> <p>Service/ Principal Activity: Events</p> <p>Key Direction: Proud Engaged City</p>	<ul style="list-style-type: none"> • 2.04% of the workforce is employed in Economy and Engagement. • 76.22% are employed on a permanent basis based on Actual FTE. • The remainder are temporary 23.77%, casual 0% or trainees, apprentices 0% • 82% of employees work full time as per the Actual Headcount. • 17.6% of the workforce is male, with 82.4% female. • 17.65% of the workforce is between the age 50 and 60, with 0% over 60 years of age. • Contribution to Council turnover rate for 2013-2014 FY is 3.74% of total terminations. • 5 FTE employees have over 5 years of service, with 5 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> • Recruitment and Selection • Knowledge sharing and the loss of Corporate Knowledge. • Reward and Recognition • Recruitment – Pre approved candidates available for peak periods • Staff development 	<p>Key Result Area 1 Attracting Talented People Objective 1.1</p> <p>Key Result Area 5 Retaining Talented People Objective 5.2</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 1 Attracting Talented People Objective 1.2</p> <p>Key Result Area 3 Developing Talented People Objective 3.1, Objective 3.3</p>

Planning and Growth	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>Planning and Growth is responsible for leading, planning and managing development in Liverpool, including significant areas of residential, commercial and industrial growth across the local government area.</p> <p>Planning and Growth will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Community Standards Development Assessment</p> <p>Key Direction: Liveable Safe City</p> <p>Service/ Principal Activity: Traffic Transport and Parking</p> <p>Key Direction: Accessible Connected City</p>	<ul style="list-style-type: none"> • 13.8% of the workforce is employed in Planning and Growth. • 82.5% are employed on a permanent basis based on Actual FTE. • The remainder are temporary 11.3%, casual 0% or trainees, apprentices 6.2% • 97% of employees work full time as per the Actual Headcount. • 48.5% of the workforce is male, with 51.5% female. • 12.6% of the workforce is between the age 50 and 60, with 11.65% over 60 years of age. • Contribution to Council turnover rate for 2013-2014 FY is 23.4% of total terminations. • 37 FTE employees have over 5 years of service, with 22 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> • Reward and Recognition • Development of Internal staff to reduce external recruitment. • Attraction of quality candidates • Retention – reduction of staff turnover • Developing and upskilling of Staff • Performance Appraisal for our employees. • Increase the diversity of our workforce to reflect the community. 	<p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 5 Retaining Talented People Objective 5.1, 5.2</p> <p>Key Result Area 1 Attracting Talented People Objective 1.1</p> <p>Key Result Area 2 Engaging Talented People Objective 2.2, 2.7</p> <p>Key Result Area 3 Developing Talented People Objective 3.1, Objective 3.3</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 6 Encouraging Diversity in the workplace Objective 5.3</p> <p>Key Result Area 2 Engaging Talented People Objective 2.3</p>

Community and Culture	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>Community and Culture is responsible for quality and efficient services to the community, including customer services, cultural centres, libraries, children's services, and community and recreation facilities.</p> <p>Community and Culture will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Children Services Community Planning and Development. Community and Recreation Facilities Libraries and Museum</p> <p>Key Direction: Healthy Inclusive City</p> <p>Service / Principal Activity: Casula Powerhouse Arts Centre</p> <p>Key Direction: Proud Engaged City</p>	<ul style="list-style-type: none"> • 30.3% of the workforce is employed in Community and Culture. • 86% are employed on a permanent basis based on Actual FTE. • The remainder are temporary 10%, casual 2.6% or trainees, apprentices 1.4% • 53% of employees work full time based on Actual Headcount. • 20.4% of the workforce is male, with 79.6% female. • 27.67% of the workforce is between the age 50 and 60, with 7.55% over 60 years of age. • Contribution to Council Turnover rate for 2013-2014 FY is 41.12% of total terminations. • 146 FTE employees have over 5 years of service, with 91 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> • Staff Retention • Improving the use of our resources and reducing Overtime in certain areas. • Knowledge sharing and the loss of Corporate Knowledge. • Succession Planning • Introduction of new technology • Reward and recognition • Developing and upskilling of staff. 	<p>Key Result Area 2 Engaging Talented People Objective 2.2, 2.7</p> <p>Key Result Area 7 Reviewing our Approach to Workforce Planning Objective 7.2</p> <p>Key Result Area 5 Retaining Talented People Objective 5.2</p> <p>Key Result Area 5 Retaining Talented People Objective 5.1, 5.2</p> <p>Key Result Area 3 Developing Talented People Objective 3.2</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 3 Developing Talented People Objective 3.1, Objective 3.3</p>

Corporate Services	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>Corporate Services is responsible for business sustainability, including financial, workforce and information technology corporate systems, ethical governance, information management and statutory compliance functions including risk.</p> <p>Corporate Services will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Strategic Planning</p> <p>Key Direction: Liveable Safe City</p> <p>Service/ Principal Activity: Corporate Strategy and Executive Services Financial Management Governance, Legal and Internal Audit Information and Technology Support People and Organisational Development</p> <p>Key Direction: Leading Proactive Council</p>	<ul style="list-style-type: none"> • 12.4% of the workforce is employed in Corporate Services. • 91.89% are employed on a permanent basis based on Actual FTE. • The remainder are temporary 8.07%, casual 0.035% or trainees, apprentices 0% • 89% of employees work full time based on Actual Headcount. • 40.9% of the workforce is male, with 59.1% female. • 27.96% of the workforce is between the age 50 and 60, with 9.68% over 60 years of age. • Contribution to Council Turnover rate for 2013-2014 is 12.15% of total terminations. • 47 FTE employees have over 5 years of service, with 9 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> • Reward and Recognition to compete with the private sector • Recruitment of specialised roles for difficult to fill roles. • Deliver quality work with limitations of resourcing • Development of Staff to contribute to succession planning. • Formalising Performance Appraisals for our employees. • Recruitment – Pre approved candidates available for peak periods 	<p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 1 Attracting Talented People Objective 1.1</p> <p>Key Result Area 7 Renewing our Approach to Workforce Planning Objective 7.2</p> <p>Key Result Area 7 Renewing our Approach to Workforce Planning Objective 7.2</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 1 Attracting Talented People Objective 1.2</p>

City Presentation	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>City Presentation is responsible for delivering a cleaner and well-presented city and public spaces, including maintenance of Liverpool's City Centre, parks and open spaces, roads, buildings, drains and streets.</p> <p>City Presentation will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Parks, CBD and Waste Management</p> <p>Key Direction: Natural Sustainable City</p> <p>Service/ Principal Activity: Civil Maintenance and Depot Management</p> <p>Key Direction: Accessible Connected City</p>	<ul style="list-style-type: none"> • 30.5% of the workforce is employed in City Presentation. • 98.6% are employed on a permanent basis based on Actual FTE. • The remainder are temporary 0.93%, casual 0% or trainees, apprentices 0.47%. • 98% of employees work full time based on Actual Headcount • 95% of the workforce is male, with 5% female. • 35.68% of the workforce is between the age 50 and 60, with 11.74% over 60 years of age. • Contribution to Council Turnover rate for 2013-2014 FY is 6.54% of total terminations. • 157 FTE employees have over 5 years of service, with 31 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> • Cross training for employees to improve opportunities for success. • Reward and Recognition and maintaining a competitive benchmark against other Councils. • Formalising Performance Appraisals for our employees. • Introduction of further leadership roles to the current structure. 	<p>Key Result Area 3 Developing Talented People Objective 3.1, Objective 3.3</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p> <p>Key Result Area 7 Renewing our Approach to Workforce Planning Objective 7.2</p>

Property and Commercial Development	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>Property and Commercial Development is responsible for the development and management of Council's property portfolio. The strategic priorities of the group are:</p> <ul style="list-style-type: none"> • commercial property management • leases • licences • acquisitions of property • disposal of property 	<ul style="list-style-type: none"> • 0.65% of the workforce is employed in Property and Commercial Development. • 100% are employed on a permanent basis based on Actual FTE. • The remainder are temporary 0%, casual 0% or trainees, apprentices 0% • 80% of employees work full time based on Actual Headcount. • 60% of the workforce is male, with 40% female. • 20% of the workforce is between the age 50 and 60, with 0% over 60 years of age. • Contribution to Council Turnover rate for 2013-2014 is 0% • 2 FTE employees have over 5 years of service, with 2 FTE employees have between 2 and 5 years of service. 	<ul style="list-style-type: none"> • Upskilling and diversifying the work for the individuals. • Development of staff to contribute to succession planning. 	<p>Key Result Area 3 Developing Talented People Objective 3.1, 3.3</p> <p>Key Result Area 5 Retaining Talented People Objective 5.1, 5.2</p>

Business Improvement	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>Business Improvement is responsible for continuous improvement activities, specifically process improvements to lead the organisation in realising efficiencies by understanding the community’s needs, the organisations resources and strategic direction.</p> <p>Business Improvement engages our people in continuous improvement, service reviews, audits and Business Excellence.</p> <p>Business Improvement will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Customer Service</p> <p>Key Direction: Healthy Inclusive City</p> <p>Service/ Principal Activity: Business Improvement</p> <p>Key Direction: Leading Proactive Council</p>	<ul style="list-style-type: none"> • 0.57% of the workforce is employed in Business Improvement. • 40% are employed on a permanent basis • The remainder are temporary 60%, casual 0% or trainees, apprentices 0% • 100% of employees work full time based on Actual Headcount. • 20% of the workforce is male, with 80% female. • 20% of the workforce is between the age 50 and 60, with 0% over 60 years of age. • Contribution to the Turnover rate for 2013-2014 FY is 0% of total terminations. • 0 FTE employees have over 5 years of service, with 0 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> • Stabilise the team with permanent workforce • Reward and Recognition to maintain competitiveness with the private sector. 	<p>Key Result Area 7 Renewing our Approach to Workforce Planning Objective 7.1</p> <p>Key Result Area 4 Recognising and Rewarding Talented People Objective 4.1</p>

Internal Audit	Workforce Snapshot – March 2015	Workforce Priorities	Objectives to meet priorities
<p>Internal Audit is responsible for providing the Chief Executive Officer (CEO) and the Audit & Risk Committee with an opinion on the overall adequacy and effectiveness of Councils internal controls, risk management and governance.</p> <p>Internal Audit will contribute to the Principal Activities that Council will deliver each year as outlined in the Delivery Program and Operational Plan below:</p> <p>Service/ Principal Activity: Governance, Legal and Internal Audit</p> <p>Key Direction: Leading Proactive Council</p>	<ul style="list-style-type: none"> • 0.57% of the workforce is employed in Internal Audit. • 100% are employed on a permanent basis based on Actual Headcount • The remainder are temporary 0%, casual 0% or trainees, apprentices 0% • 100% of employees work full time based on Actual FTE. • 100% of the workforce is male, with 0% female. • 40% of the workforce is between the age 50 and 60, with 0% over 60 years of age. • Contribution to Council Turnover rate for 2013-2014 is 0% of total terminations. • 3 FTE employees have over 5 years of service, with 0 FTE employees have between 2 and 5 years of service 	<ul style="list-style-type: none"> • Development of Staff to contribute to succession planning. • Approach to workforce planning with a view to grow the current structure. 	<p>Key Result Area 7 Renewing our Approach to Workforce Planning Objective 7.1</p> <p>Key Result Area 7 Renewing our Approach to Workforce Planning Objective 7.1</p>

Who We Are – Future Service Delivery & Structure Impacts

Changing workforce profile - Establishment of the Liverpool Services Alliance

The Liverpool Services Alliance (the Alliance) is a program of reform that is about improving the quality of service delivery to the community and other stakeholders. The Alliance aims to deliver improvements to increase productivity and to create the right environment for Council to remain sustainable and competitive. This includes improved efficiency and timeframes for services delivered within the Alliance.

Implementation of the Alliance commences from July 2015, and will impact on Council's current organisational structure and workforce distribution by Directorate. Services relating to customer services and administration, rates, print room, and back-office support functions from Planning and Growth, City Presentation, and Infrastructure and Environment Directorate(s) will be reorganised to become part of the Alliance.

The Liverpool Services Alliance anticipates a new and efficient program of procedural systems, technological and workflow reforms, resulting in greater efficiency and a much improved level of services for ratepayers. The flow-on affects will include greater customer satisfaction, reduced on-hold waiting times, and improved accessibility to customer-facing functions throughout Council business units.

Who We Are – Workplace Diversity and Equal Employment Opportunity

Equal Employment Opportunity (EEO) Management Plan 2014 – 2019

Council is committed to encouraging diversity in the workplace and developing a workplace culture that is inclusive, respectful and promotes diversity and embraces the unique skills and qualities of the workforce.

The EEO Management Plan identifies our strategic objectives for the next five years and asserts how Council's equal employment opportunity strategies will be communicated and implemented within Council. The plan has been developed in accordance with the requirements of the *Local Government Act 1993* (the Act) and supports the Act's objectives to:

- a) Eliminate and ensure the absence of discrimination in employment on grounds of race, sex, marital or domestic status and disability in councils, and
- b) Promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

This plan underpins Council's EEO Policy and provides a strategic link between the Act, the Workforce Management Plan and our Equal Employment policy.

Connected to other Council strategies and programs such as the Disability Action Plan and the Leaps Action Plan, these strategies and programs, together, provide a framework to ensure the inclusion of less advantaged people within our society.

Council will implement a range of strategies (Outlined in *Key Result Area 6 – Encouraging Diversity in the Workplace*) to improve access to and participation in the workplace for targeted groups and increase the level of diversity in Council's workforce the principles of equity and diversity.

Our People, Our Workplace, Our Future – Council’s Workforce Strategy

<p>Our Approach:</p> <p><i>Our People, Our Workplace, Our Future</i> sets out seven Key Result Areas for Council’s workforce, focussing on:</p> <ol style="list-style-type: none"> 1. Creating a sustained ability for Council to attract, engage, develop, reward and retain talented people – in the right jobs. 2. Addressing emerging workforce issues such as skill shortages and the ageing workforce. 3. Retaining and attracting a diverse workforce of talented people (including young people, mature age workers and other underemployed sections of the labour market) which draws on the community it serves. 4. Renewing Council’s approach to future strategic workforce planning, focusing on - forecasting, risk assessment, gap analysis, cost and impact modelling. 	<p>Measuring our Success:</p> <p>Achievement against this Workforce Management Plan will be reported on a quarterly basis to Council as part of the <i>2013-2017 Growing Liverpool Delivery Program</i> and <i>2014-15 Operational Plan</i>. In addition to KPI reporting on strategy implementation, progress will be reported against the following key performance indicators:</p> <ul style="list-style-type: none"> • Workforce Distribution • Gender and Age Distribution • Workplace Diversity Distribution • Length of service • Turnover rate / First Year Turnover rate <i>(ie. ratio of new hires that leave Council within their first year)</i> • Applicant rate <i>(ie total applicants for a position/total offers accepted – measures response rates for particular roles)</i> • Recruitment rate <i>(ie, number of permanent employees recruited as a percentage of permanent FTE – measures volume of recruitment activity, newness of workforce and indicative of turnover rate).</i> • Vacancy rate <i>(ie. measures the average number of funded vacant positions as percentage of all funded positions).</i> • Average Time to Fill a Position <i>(ie. from initial request to new starter commencement).</i> • Percentage of diversity hires <i>(ie. reporting on EEP groups statistics captured in recruitment actions).</i> • Unscheduled absence rate <i>(ie. FTE of number of unscheduled leave days as percentage of the total FTE working days during the reporting period).</i> • Leave balances greater than 8 weeks • Developing Our People impact ratio <i>(ie. the percentage of employees who attend a learning and development activity as a total of FTE).</i>
<p>Our Key Result Areas:</p> <ol style="list-style-type: none"> 1. Attracting Talented People 2. Engaging Talented People 3. Developing Talented People 4. Recognising and Rewarding Talented People 5. Retaining Talented People 6. Encouraging Diversity in the Workplace 7. Renewing Our Approach to Workforce Planning 	

Key Result Area 1 – ATTRACTING TALENTED PEOPLE

Our Current State - Snapshot:		Our Improvement Opportunities - Snapshot:	
<ul style="list-style-type: none"> No clearly articulated employer brand or employee value proposition. Recruitment and selection practice is based on an outdated traditional approach. Potential applicants being lost due current practice and/or time delays in the process. Average time spent on managing recruitment activities is high. 		<ul style="list-style-type: none"> As a local employer with a potential national reach, Council is uniquely placed to position itself as an Employer of Choice Council can rethink and reposition itself in order to attract and retain talented people. Introducing new methods for advertising, marketing, recruiting and choosing talented people to work for Council from the local community and beyond. 	
Objective	Strategy	Key Milestone:	KPI:
1.0 - Position Council as an Employer of Choice.	Develop an Employee Value Proposition (EVP) in line with Council's and the Liverpool community branding that differentiates Council as an employer brand.	Employee Value Proposition (EVP) developed by December 2015	20% increase in the job applicant response rate by December 2016 ¹
1.1 - Establish career streams internally and market this externally to Attract and Engage new talent.	Identify and develop career streams to be used as a talent pool approach for promoting Council as a career choice to potential job applicants.	Talent pool approach to sourcing job applicants introduced by June 2016	20% increase in the job applicant response rate by December 2016 ²
1.2 - Promote and market career opportunities within Council through alternative and innovative media streams	<p>Develop an innovative social media strategy for marketing and advertising of career opportunities and vacant positions.</p> <p>Develop an interactive careers webpage promoting Council as an employer of choice.</p> <p>Develop a comprehensive marketing and communication campaign to promote diversity of jobs in Council to potential job seekers, students, schools and higher</p>	<p>Social media presence established by March 2016.</p> <p>Careers Website live by September 2015</p> <p>Marketing campaign established and target groups identified by July</p>	20% increase in the job applicant response rate by December 2016 ³

¹ Measured and reported monthly commencing December 2015.

² Measured and reported monthly commencing June 2016.

³ Measured and reported monthly commencing September 2015.

	education institutions.	2016	
	Implement an e-recruitment capability to simplify and automate the job application and supporting recruitment and selection process.	Aurion ⁴ e-recruitment launched by September 2015	

⁴ Aurion – is Council’s human resources information system.

Key Result Area 2 – ENGAGING TALENTED PEOPLE

Our Current State - Snapshot:		Our Improvement Opportunities - Snapshot:	
<ul style="list-style-type: none"> Recruitment and selection practice is largely paper based and managed outside of the existing human resources information system⁵. Job advertisements focussed on addressing selection criteria that may not be easily understood by non- local government job applicants. Complex recruitment processes and supporting documentation. Induction activities largely focussed on first day commencement and a half-day induction training course. Probation process not clearly articulated, nor integrated with on boarding, induction and performance management. 		<ul style="list-style-type: none"> Simple and appealing job advertisements and position descriptions. An easy and automated process for potential job applicants to apply for, or register an interest for a role with Council. Faster recruitment and selection timeframes Range of assessment techniques that can assist to select the most talented people for jobs. Recruitment and selection practice that emphasise effectiveness, efficiency and timeliness. An effective and integrated On boarding program which keeps new appointees engaged and enthusiastic about their work from commencement). 	
Objective	Strategy	Key Milestone:	KPI:
2.1 - Streamline and automate the recruitment and selection administration process to deliver timely outcomes.	<p>Develop an on-line intuitive Request to Fill form through MyAurion.</p> <p>Develop on-line forms and tools for supporting the selection committee through MyAurion.</p> <p>Develop a new model for pre-employment health assessments.</p>	<p>Request to Fill Form implemented by September 2015</p> <p>On-line forms and tools available by December 2015</p> <p>New process implemented by June 2016</p>	Average time to fill a position to be reduced to 14 weeks by June 2016 ⁶
2.2 - Introduce a new approach to applicant testing (ie. skill, aptitude etc.) to support and streamline the recruitment and selection process and assist in best fit of	Develop a suite of pre-employment testing for particular job families and roles.	New forms of pre-employment testing introduced by July 2016	First year turnover rate matches total turnover rate by June 2017 ⁷

⁵ Aurion – is Council’s human resources information system.

⁶ Measured and reported on monthly from September 2015.

⁷ Measured and reported on monthly from July 2016.

applicants into council.			
2.3 - Engage a more diverse range of job applicants to available positions to better reflect our community.	Undertake a review process to ensure position descriptions are simplified, reflect Council's values and branding, and are written in plain-English to be understood by non –local government job applicants.	Position Descriptions updated by June 2016	Increase in diversity hires by June 2017. ⁸
2.4 - Establish whole-of-Council integrated approach to traineeships, graduates and work experience to succession plan into council and assist with skills gaps.	<p>Establish alignment of relevant skills gaps with traineeships, graduates and work experience program options.</p> <p>Explore partnerships with education and training providers for identified traineeships, graduates and work experience programs.</p> <p>Engage trainees, graduates and work experience students matched to identified skills gaps.</p>	<p>Identified skill gaps aligned to potential opportunities by February 2016</p> <p>Arrangements confirmed with relevant providers by April 2016</p> <p>Trainees, graduates, and students to be engaged from June 2016</p>	Number of trainees, graduates and work experience engaged by Council increased by 15% by July 2017 ⁹
2.5 - Establish a whole-of-Council approach to external labour hire.	<p>Implement a whole-of-Council approach/system for external labour hire engagement and management.</p> <p>Review external labour hire usage across Council to identify any interrelated workforce management issues.</p> <p>Develop an external labour hire policy that identifies appropriate engagement, costing and duration parameters, and ensures appropriate knowledge management transfer to Council employees.</p>	<p>Aurion system enhanced to record all external labour hires by September 2015.</p> <p>Report on labour hire activity, cost, and business need provided to the CEO by March 2016.</p> <p>External policy implemented by June 2016.</p>	15% decrease in external labour hire engagements by June 2017. ¹⁰

⁸ Measured and reported on monthly from June 2016.

⁹ Measured and reported on monthly from February 2016.

¹⁰ Measured and reported on monthly from September 2015.

<p>2.6 - Redesign induction and new starter initiatives to an integrated On-boarding Program.</p>	<p>Review existing induction and new starter arrangements to identify any gaps or improvement opportunities.</p> <p>Design a new On boarding Program from point of job application to end of probation period, integrated with performance management.</p>	<p>Survey of new starters and supervisors completed by September 2015.</p> <p>New integrated On boarding program launched in December 2015</p>	<p>First year turnover rate matches total turnover rate by June 2017¹¹</p>
<p>2.7 - Improve employee engagement and workplace arrangements.</p>	<p>Review and update new starter and exit survey arrangements to better capture and report on new starter experience and exit reasons.</p> <p>Undertake a climate survey to improve employee engagement to assist identify potential improvements, and provide feedback about Council.</p> <p>Develop a Performance Improvement policy to assist with addressing ongoing concerns about employee performance and/or behaviour.</p>	<p>New surveys introduced by March 2016</p> <p>Annual Climate Survey conducted from March 2016</p> <p>New performance improvement policy introduced by September 2016</p>	<p>First year turnover rate matches total turnover rate by June 2017¹²</p> <p>Climate Survey response rate of 70% or higher.</p> <p>Reduction in termination rates relating to poor performance.</p>

¹¹ Measured and reported on monthly from September 2015.

¹² Measured and reported on monthly from March 2016.

Key Result Area 3 – DEVELOPING TALENTED PEOPLE

Our Current State - Snapshot:		Our Improvement Opportunities - Snapshot:	
<ul style="list-style-type: none"> Council's <i>Performance Management and Development System and Competency Assessment</i> policies are outdated. Current performance management practice primarily focussed on managing poor performance. No strategies in place that recognise high-performing staff who have reached the top of their salary range, and who have skills and knowledge that are critical to the overall performance of Council. Need to build upon – <i>Developing Our People</i> – Council's recently introduced structured strategic framework for career planning and employee development. 		<ul style="list-style-type: none"> New approach to performance and achievement setting needs to be developed ie. a robust and automated process which is equitable and fully integrated into other HR practice. Framework needs to be developed that identifies individual development needs, sets and measure achievements, and recognise high performance, improve average performance and manage poor performance. 	
Objective	Strategy	Key Milestone:	KPI:
3.1 - Adopt a formal approach to on-the-job training and learning from others as part of career development.	<p>Develop a coaching program that encourages experiential learning, improved performance and personal growth.</p> <p>Develop a mentoring program where mentors and mentees are co-learners, adopting continuous two-way knowledge and skills exchange.</p> <p>Develop a process for identifying and recording on-the-job training (through MyAurion) as a valuable and effective tool for skill transfer in the workplace.</p>	<p>Coaching program in place by September 2016</p> <p>Mentoring program in place by December 2016</p> <p>Process implemented in Aurion by June 2016</p>	Annual increase in Developing Our People impact ratio.
3.2 - Align the Developing Our People Calendar to identified and prioritised learning and development needs.	Develop a process for ensuring individual development needs identified through the performance management process are captured.	Performance management system implemented by June 2016.	Annual increase in Developing Our People impact ratio.
3.3 - Establish a leadership program for Directors and managers.	Develop an innovative "Developing Our Leaders" Program that focuses on skills development and defined leadership capabilities identified as being essential for leadership positions within Council	Developing Our Leaders Program commenced by January 2016.	Increase in Developing Our People impact ratio for Directors and managers.

Objective	Strategy	Key Milestone:	KPI:
3.4 - Deliver mandatory, legislative and operational training.	Develop a process for identifying and supporting Directorates in delivering mandatory legislative operational training.	Guidelines developed and Aurion enabled by September 2015.	Increase in Developing Our People impact ratio for mandatory, legislative and operational training.

Key Result Area 4 – RECOGNISING & REWARDING TALENTED PEOPLE

Our Current State - Snapshot:		Our Improvement Opportunities - Snapshot:	
<ul style="list-style-type: none"> Council's employee rewards and recognition program – <i>Shining Stars</i> – sits independently of existing performance and recognition processes. No other rewards and recognition programs currently in place. 		<ul style="list-style-type: none"> Recognition and reward effectively utilised as a key motivator in engaging the workforce, and acknowledges and encourages desired behaviours in the workplace. Encouraging honest and timely performance feedback impacting positively on employee morale and productivity. Employees having a high sense of value, purpose and motivation to excel in their work through effective performance management. 	
Objective	Strategy	Key Milestone:	KPI:
4.1 - Establish a new model for managing performance, achievement planning and competency assessment	<p>Develop a capability approach for performance goal setting and assessment.</p> <p>Develop an integrated process – <i>People Achieving</i> - for managing performance, identifying individual development needs, and assessing competencies for salary progression (and delivered via Aurion).</p>	<p>Job family capabilities developed by June 2015.</p> <p>Achievement Planning and Development commences pilot testing by September 2015</p>	<p>Quarterly increases in Achievement Plan impact ratio</p> <p>Quarterly increases in Achievement Plan impact ratio.</p>
4.2 - Establish a recognition and rewards program integrated with achievement planning.	<p>Align all reward and recognition activities to <i>People Achieving</i>.</p> <p>Explore opportunities for "Innovation" to be a component of all recognition and rewards programs.</p>	<p>New rewards and recognition program in place by June 2016</p> <p>Innovation integrated into the rewards and recognition program by September 2016.</p>	<p>Annual increases in reward and recognition nominations.</p>

Key Result Area 5 – RETAINING TALENTED PEOPLE

Our Current State - Snapshot:		Our Improvement Opportunities - Snapshot:	
<ul style="list-style-type: none"> Council has a significant demographic in the over 50 years of age totalling 310, and representing 37.1% of the workforce. This trend is consistent with the Liverpool community with an ageing population: the 55+ age group was the fastest growing age group in 2011. With a 17 percent increase in this population since 2006. A large number of employees will be reaching retirement age within the next 10 years. No phased retirement policies in place to retain existing employees and attract other mature age employees to Council. 		<ul style="list-style-type: none"> Effective retention strategies that are responsive to the needs and desires of the current and potential workforce. New ways of working flexibly and sustainably need to be explored. A clear and compelling employee value proposition (ie. the balance of rewards and benefits that are received by an employee) aimed at retaining key talent, along with other intangibles such as a strong employee culture and leadership. As a retention strategy - succession management, knowledge management, and transition to retirement initiatives need to be developed. 	
Objective	Strategy	Key Milestone:	KPI:
5.1 - Establish attraction strategies for retaining talented people.	<p>Undertake a climate survey to improve employee engagement and to identify what makes Council an attractive place to work.</p> <p>Review new starter and exit survey results to analyse new starter experience and exit reasons.</p> <p>Examine existing work practices and career paths to ensure flexibility for employees in managing work/life balance, particularly in the years leading up to retirement.</p>	<p>Annual Climate Survey conducted from March 2016</p> <p>Survey results examined by December 2015</p> <p>Employee Value Proposition articulated by December 2015</p>	<p>Climate Survey response rate of 70% or higher.</p> <p>Annual decreases in turnover rates.</p>
5.2 - Implement knowledge management and succession planning.	<p>Undertake a retirement intentions survey, as part of Council's Climate Survey.</p> <p>Develop a transition to retirement policy, incorporating a knowledge management process.</p> <p>Develop a succession management policy, including</p>	<p>Annual Climate Survey conducted from March 2016</p> <p>Policy in place by September 2016</p> <p>Policy in place by</p>	<p>Climate Survey response rate of 70% or higher.</p>

	<p>identification of critical roles, risk assessment and strategies for addressing talent gaps.</p> <p>Develop an Alumni program to create ongoing linkages with retired and former employees who have a strong affinity with Council to assist with supporting succession management strategies.</p>	<p>September 2016</p> <p>Policy in place by September 2016</p>	
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Key Result Area 6 – ENCOURAGING DIVERSITY IN THE WORKPLACE

Our Current State - Snapshot:		Our Improvement Opportunities - Snapshot:	
<ul style="list-style-type: none"> Council's currently employs: <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander staff –0.24% Women – 49.27% Workforce aged under 30 years – 15.7% Workforce aged over 50 years – 37.1% Council's 2014-2019 EEO Management Plan reflects Council's commitment to create a workplace that is fair and inclusive, and to build a workforce which better reflects the diversity of the Liverpool community. Council needs to further develop its data collection and reporting capabilities to ensure better planning, monitoring and evaluating of workplace diversity initiatives. Resolution of workplace issues and grievance management processes need to be reviewed –there is a prevailing culture for workplace issues to be directly escalated to union representatives in the first instance completely bypassing established supervisory and grievance management practice. 		<ul style="list-style-type: none"> For Council, workforce diversity needs to encompass initiatives that: <ul style="list-style-type: none"> Strengthen workforce planning capability to integrate workforce diversity strategies. Build positive workplaces and provide support for all employees. Build a workforce which reflects the diversity of the wider community. The diversity of the workforce, and exploring potentially under employed talent (including younger generations and re-engagement of former retired employees), focussing on women in leadership, increasing the participation rate of Indigenous Australians and those from a culturally and linguistic diverse backgrounds. The number of Indigenous people within the Liverpool Community in 2011 grew by 483 to 2,677 people and has increased to 1.5% since 2006. Liverpool has a larger proportion of Indigenous people compared to Sydney's 1.2%. With Liverpool's community coming from over 150 different birthplaces, Liverpool residents speak more than 140 different languages. The top ten languages spoken at home after English are: Arabic, Hindi, Vietnamese, Italian, Spanish, Serbian, Greek, Assyrian, Cantonese and Macedonian. 	
Objective	Strategy	Key Milestone:	KPI:
6.1 - Communicate and raise awareness of Council's workplace diversity and EEO strategies	<p>Develop a process for collecting employee workplace diversity and EEO statistics</p> <p>Develop a strategy for communicating Council's workplace diversity and EEO initiatives.</p>	<p>EEO details completed via Council's System "My Aurion" by September 2015</p> <p>Workplace diversity and EEO information available on staff intranet by September 2015.</p> <p>Workplace diversity and EEO initiatives are</p>	<p>50% response rate to EEO survey</p> <p>Employee awareness as reported through the annual Climate Survey</p>

		included in induction program by September 2015	
6.2 - Promote a bullying and harassment free workplace and implement an effective resolutions model.	<p>Develop a Dignity and Respect Policy which outlines accepted employee behaviour and conduct, and the rights of an employee to raise any concerns and for them to be resolved as quickly as possible.</p> <p>Establish a Workplace Diversity Network Group to assist with the development and communication of Council's workplace diversity and EEO initiatives.</p>	<p>Dignity and Respect Policy implemented by December 2015</p> <p>Network Group established by March 2016</p>	Employee awareness as reported through the Climate Survey
6.3 - Increase the level of diversity in Council's workforce.	<p>Develop and implement initiatives that encourage a diverse range of applicants to apply for positions.</p> <p>Identify and implement programs to increase participation rate of employees within EEO groups within: traineeships, apprenticeships, graduates and work experience.</p> <p>Develop and undertake workplace diversity and cultural awareness training to ensure employees have the skills, knowledge and sensitivity to recruit and support a diverse workforce.</p> <p>Develop strategies for attracting the younger generation to apply for Council positions.</p>	<p>Initiatives included in the Employee Value Proposition (EVP) by December 2015</p> <p>Trainees, graduates, and students to be engaged from June 2016</p> <p>Workplace Diversity Training developed and implemented by June 2016.</p> <p>Initiatives included in the Employee Value Proposition (EVP) by December 2015.</p>	<p>10% increase in the EEO group job applicant response rate by December 2016¹³</p> <p>Number of trainees, graduates and work experience engaged by Council increased by 15% by July 2017</p> <p>10% increase in younger generation job applicant response rate by December 2016</p>

¹³ 6.3 KPI's Measured and reported on monthly from December 2015.

Key Result Area 7 – RENEWING OUR APPROACH TO WORKFORCE PLANNING

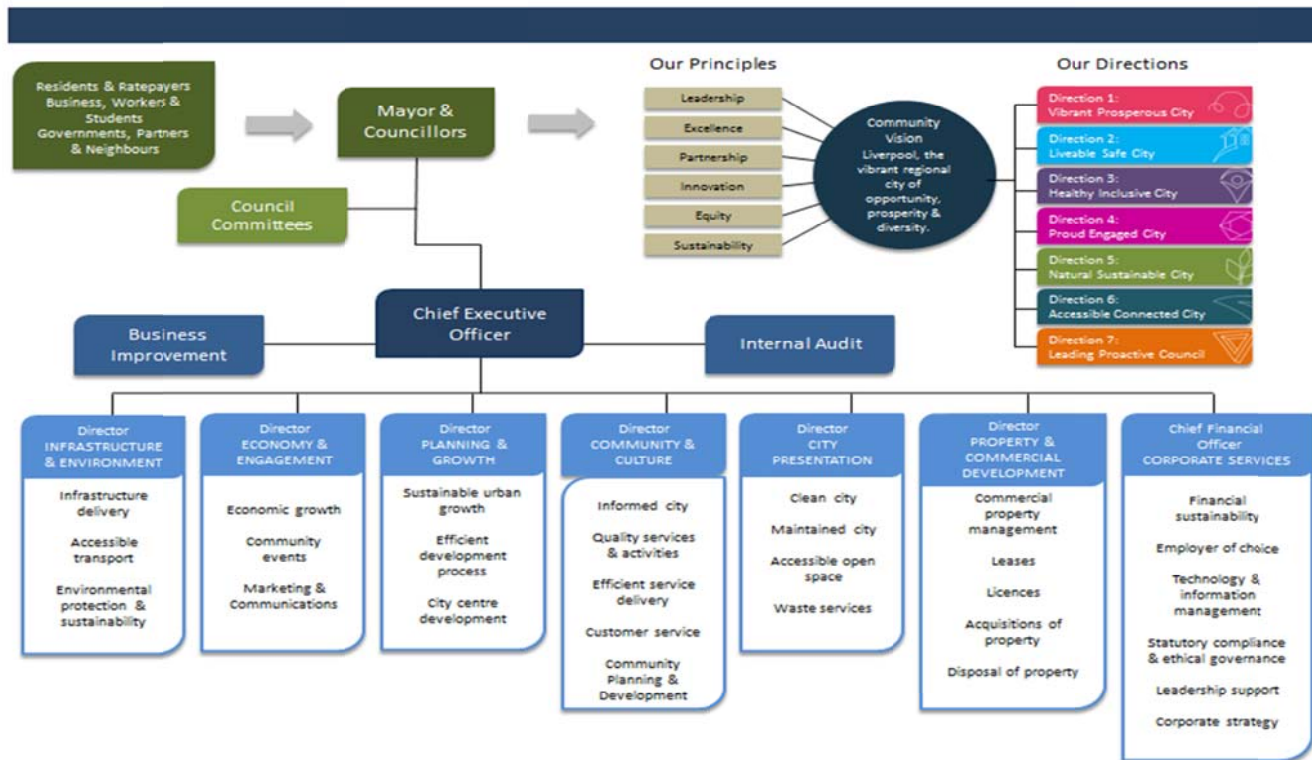
Our Current State - Snapshot:		Our Improvement Opportunities - Snapshot:	
<ul style="list-style-type: none"> Council is in its early stages of its strategic workforce planning cycle and experience. Need to adopt a workforce planning focus on risk analysis and strategy accountability, incorporating forecasting (demand v supply), risk analysis and assessment, and strategy development. Needs to have a framework for reviewing positions, occupations, and career structures as the workforce changes to meet evolving service needs. 		<ul style="list-style-type: none"> Workforce capacity is a critical component for Council in achieving its strategic directions. Inadequate workforce planning, emerging skills gaps and shortages present an area of significant risk. Continuous improvement requires Council to put in place relevant measures in key areas to support organisational development and workplace change. Emerging community needs and financial constraints requires Council to continually review and seek efficiencies in organisational work structure and practices. 	
Objective	Strategy	Key Milestone:	KPI:
7.1 - Improved workplace planning and organisational design.	<p>Undertake an annual establishment census to confirm currency of organisational design including position details, funding etc. and position descriptions.</p> <p>Develop establishment management guidelines (including maintenance of Aurion position information).</p> <p>Develop new position description template to ensure it serves as a source of information for job applicants, reference for performance reviews and a starting point for identifying development needs.</p> <p>Develop protocols for workforce profile data capture and reporting and Workforce Management Plan strategy implementation progress (including workplace diversity data).</p> <p>Develop protocols for reviewing task design ensuring</p>	<p>Census completed by September 2015</p> <p>Guidelines completed by December 2015</p> <p>Template developed by July 2015</p> <p>Monthly report prepared for Executive Management from January 2016</p> <p>Guidelines updated by</p>	100% positions reviewed and accurate

	<p>relevance and sustainability, and feasibility for options for job sharing, and enabling older workers to reduce risk of injury.</p> <p>Develop an updated approach to job evaluation.</p>	<p>March 2016</p> <p>Updated approach and policy developed by July 2018</p>	
<p>7.2 - Implement a Directorate-by-Directorate focus on strategic workforce planning.</p>	<p>Develop protocols for strategic workforce planning, incorporating steps such as:</p> <ul style="list-style-type: none"> • Identifying future planning assumptions and critical roles. • Forecasting the number and job roles (capacity and skills) required and potentially lost into the future. • Assessing critical gaps that pose a risk to Council strategy execution, • Formulating interventions that will most effectively mitigate risks. • Implement strategies to measure and review progress and success on a frequent basis. <p>Develop protocols for identifying critical positions/skills within Council, based on one or more than the following elements:</p> <ul style="list-style-type: none"> • Roles that have a history of being hard to fill. • Roles that are assessed as critical or core to Council's competitive advantage. • Roles forecast to undergo significant change. • Roles that have had a high number of vacancies in the last 12 months. • Roles that are assessed as core to new business initiatives. • Roles that constitute a significant proportion of the workforce. 	<p>Protocols developed by March 2016</p> <p>Workshops, small meeting groups and one-on-one meetings held with each Directorate by June 2016</p>	

APPENDIX A

Our Workforce Profile Demographic

Workforce Profile Breakdown



1. Workforce Distribution by Directorate

Council's workforce comprises a budgeted FTE of 702.44 employees with an actual FTE of 700.10 employees (as at March 2015). The largest Directorates are City Presentation (which includes Council's outdoor staff), and Community and Culture (which includes Childcare, Arts, Customer Service and Library streams)

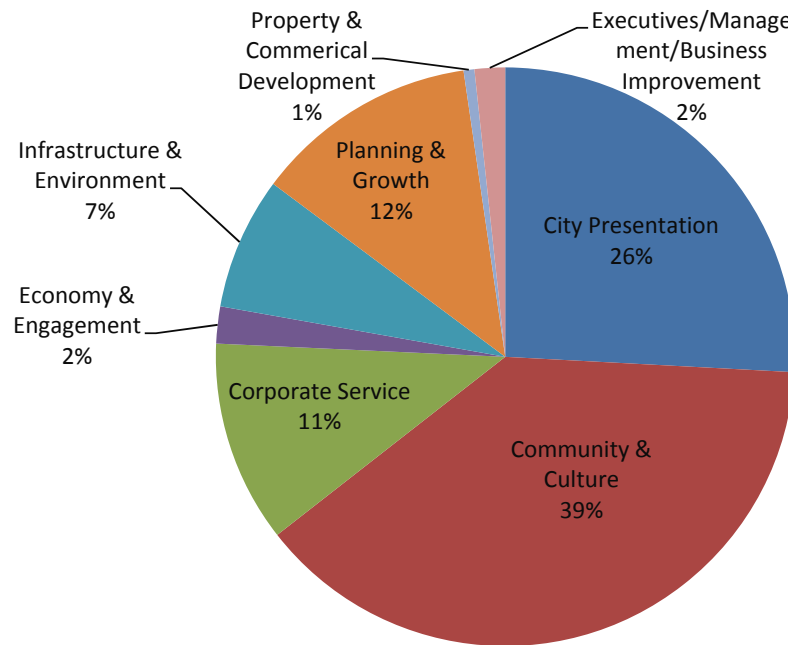


Figure 2: Total Employees % by Directorate – March 2015

Our Workforce Profile Demographic

2. Gender Distribution

The Gender distribution between each Directorate is not balanced for all Directorates. Operational outdoor areas (ie. City Presentation Directorate) are predominantly male, whilst female employees are predominant in the community and services areas (ie. Community and Culture).

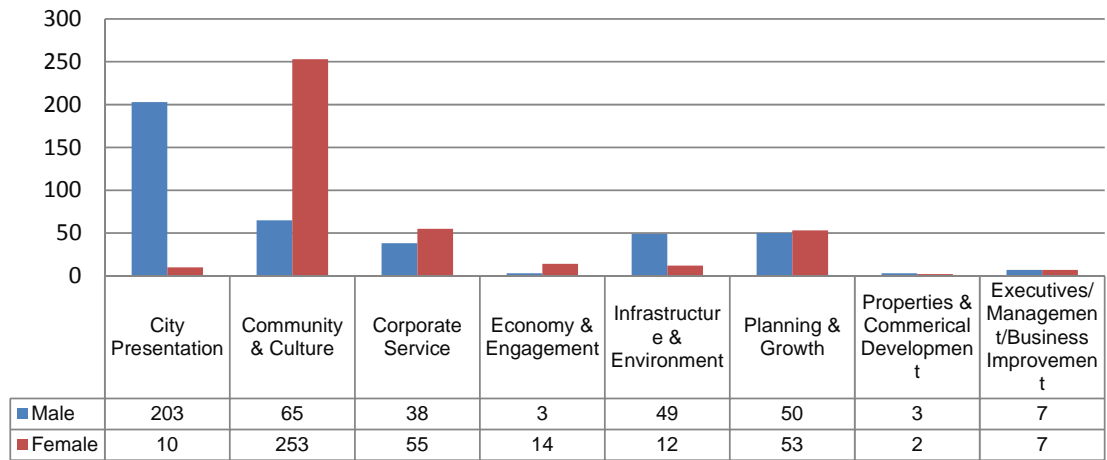


Figure 2: Distribution of staff by Gender – March 2015

The total Council-wide gender distribution is - 50.72% male and 49.27% female. This distribution is comparable to the local government sector overall - 46% women of the local government workforce in NSW, and the overall 45% of women that make up the NSW workforce¹⁴ It is noted that Council’s outdoor workforce, largely comprising field base roles, are dominated by the male workforce in the local government sector overall.

¹⁴ 2010 Census of Local Government Employees

Council's recently updated *2014-2019 EEO Management Plan* includes initiatives focussed on the workplace providing appropriate employment and development opportunities for EEO groups (including women), and equitable skill development and career progression.

Our Workforce Profile Demographic

3. Age

For the local government sector, employees over 50 years of age represent 37% of the workforce, compared to the Australian labour force average of 27%. Males make up 41%, and females 32% of the workforce over 50 years of age.¹⁵

Council has a significant demographic in the over 50 years of age group - totalling 232 and representing 28.1% of Council's workforce, meaning that a large number of employees will be approaching retirement age within the next ten years. 28.1% of Council's current workforce is between the age of 50 and 60, with 9.46% over the 60 years of age.

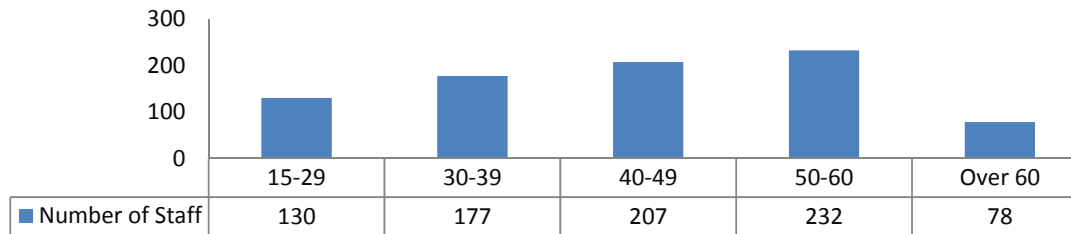


Figure 3: Age groups – March 2015

Council's aging workforce profile is further highlighted within the City Presentation and Community and Culture Directorates.

¹⁵ Australian Bureau of Statistics 2011. Census of population and housing.

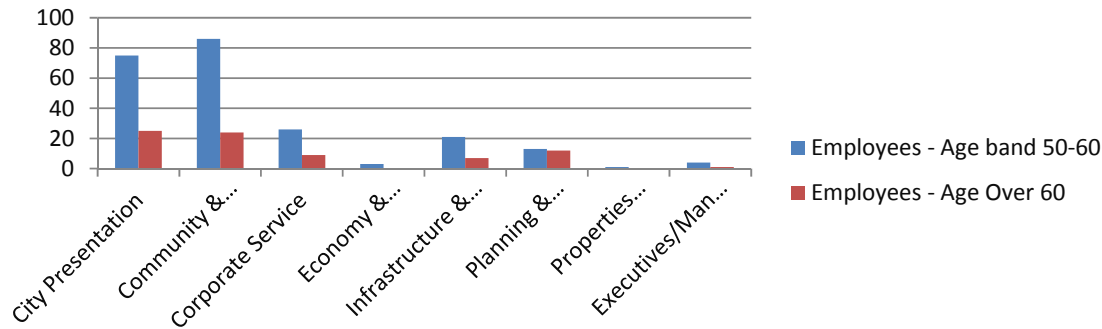


Figure 4: Ageing Workforce – March 2015

For employees over 60 years of age, from 1 July 2017, the qualifying age for Age Pension for men will increase from 65 years to 65 and half years. The qualifying age will then rise by six months every two years, reaching 67 by 1 July 2023.¹⁶ Council will also need to plan for issues such as loss of corporate knowledge, potential increased health issues and absenteeism, potential demands for work flexibility as employees transition to retirement etc.

Liverpool City Council's ageing workforce is congruent with the local area with the 55+ age group being the fastest growing group in 2011 with a 17% increase in the local area's population since 2006.

Council will need to further examine the impending retirement rates of the workforce, balanced against retirement intentions of individual employees who are 50 years of age and over. Programs for succession planning, knowledge management and transfer, career paths that incorporate flexibility for employees leading into retirement etc will need to form part of Council's strategic response

¹⁶ www.humanservices.gov.au

4. Turnover

For the local government sector, turnover on average is approximately 11% for the 2013 -2014 financial year. This is significantly lower than the 20% average based on the corporate sector in Australia¹⁷

Council's overall turnover rate is consistent with the local government sector and as such broadly shows a healthy rate of turnover.

Financial Year	2011 – 2012	2012 -2013	2013 -2014
Turnover Rate	11%	9.61%	11.88%

Figure 5: Turnover – March 2015

Council's first year turnover rate for 2013 -2014 FY (ie. terminations related to employees with less than one year of services) is 26.1% of total employees who have departed from the business. Broken down by Directorate, first year turnover rates are identified as being higher within our Planning and Growth Directorate.

¹⁷ Benchmarking Insights report - PWC Australia, 2013.

Our Workforce Profile Demographic

5. Length of service

Council has 432 FTE employees with over 5 years service, and 178 with between 2 and 5 years of service.

		Years of Service:		
Directorate	FTE Actual	2 years or less	Over 2 years and less than 5 years	Over 5 years
City Presentation	213.57	25	31	157
Community & Culture	212.41	81	91	146
Corporate Service	86.79	37	9	47
Economy & Engagement	14.30	7	5	5
Infrastructure & Environment	58.60	10	16	35
Planning & Growth	96.85	44	22	37
Property & Commercial Development	4.57	1	2	2
Executives/Management/Business Improvement	13.00	9	2	3
Total FTE at Liverpool City Council	700.09	214	178	432

Figure 6: Years of Service for Staff at Liverpool City Council - March 2015

These statistics are reflective of Council's ageing workforce demographics, with over 61.7% of staff having more than 5 years of service with Council (the majority of which are from the City Presentation and Community and Culture Directorates).