

2021-2026

City of Ipswich

People and Culture Strategy



Ipswich City Council employs more than 1,400 people and promotes a workplace culture built on values of collaboration, communication, integrity, efficiency, and leadership for one common purpose: 'Together we proudly enhance the quality of life for our community'.



Collaboration



Communication



Integrity



Efficiency



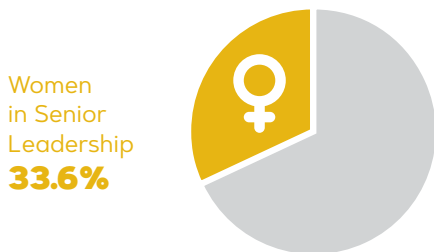
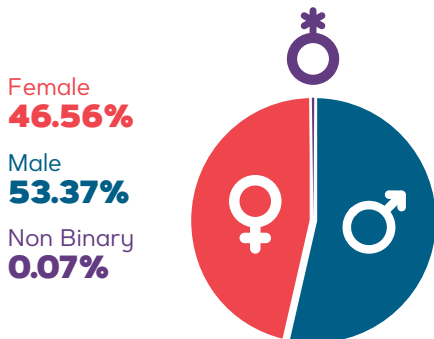
Leadership

This strategy builds upon the work of the People and Culture Strategic Plan 2019–2021 which has established many of the foundation frameworks, policies, and procedures. The People and Culture Strategy 2021–2026 is part of a suite of council strategies that will support and deliver on several outcomes of council's Corporate Plan iFuture 2021–2026.

CURRENT SNAPSHOT OF OUR WORKFORCE

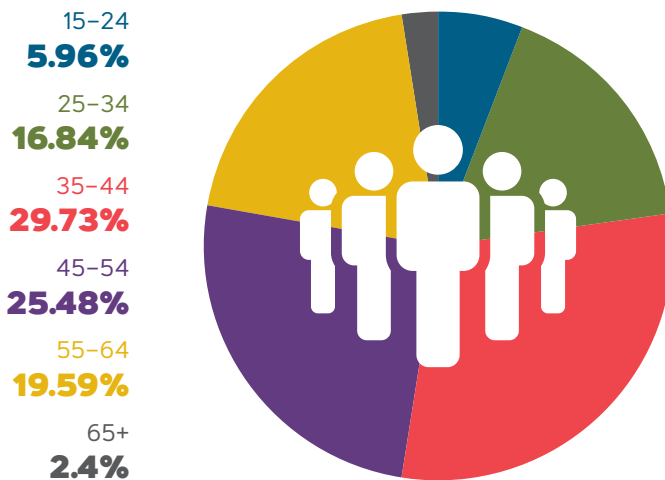
TOTAL STAFF
AS AT
JUNE 2023
1,460

STAFF DEMOGRAPHICS

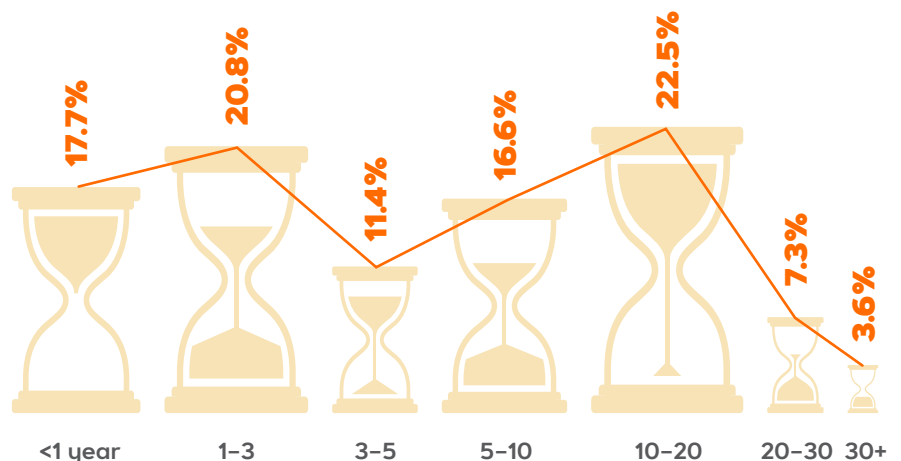


Employees identifying as Aboriginal and/or Torres Strait Islander origin	3.5%
Number of employees identifying as a person with a disability	1.3%
Percentage of employees who speak a language other than English at home	2.6%

STAFF AGE PROFILES



YEARS OF SERVICE



STRATEGY DRIVERS

IFUTURE 2021-2026

This strategy will directly support a number of outcomes relating to a Safe, Inclusive and Creative, and Trusted and Leading Organisation desired under council's leading strategic plan:

- Our people, processes, and technology are capable, efficient, and integrated continuously improving and leading in practice
- Our people are valued, engaged, supported, and empowered to deliver at their best
- Our leaders at all levels of the organisation are capable, supported, and are meeting expectations set out in our Leadership Charter
- We provide outstanding customer service, we make it easier to interact with council online, through digital channels, in person, and over the phone
- We are leaders in good governance
- We meet our State Government legislation, Local Law, and compliance obligations but always strive to be leading practice
- We are transparent, and evidence based in our planning, reporting, and decision-making
- We are financially sustainable
- Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.

RESPONDING TO CHANGING WORKFORCE NEEDS AND A MODERN APPROACH TO EMPLOYEE EXPERIENCE

Council needs to continually adapt to modern approaches to ensure we can attract and retain high performing, engaged, and talented employees. Council already has a high proportion of workers who are seeking meaningful work, flexibility, and the ability to use smart technologies to manage their work. This provides an opportunity for the People and Culture Branch to apply a modern approach and to focus our efforts on building programs and initiatives that drive a continuous improvement culture which in turn enhances the employee experience (EX). This provides a foundation to build strong customer experience, where employees who are engaged and aligned to what council is trying to achieve, are satisfied in their roles, and will provide better services to the community.

DIVERSITY, EQUITY AND INCLUSION

In order to best serve our community, our workforce needs to embody the diversity of our community. By doing this, our programs and services can support our organisation to fulfil its purpose statement and to support our community to live in harmony regardless of our backgrounds, cultures, abilities and religions. Our organisation can play a key role in leading efforts toward inclusion, and supporting improved outcomes within the community around domestic and family violence. Specific focus will need to be given throughout the life of this Strategy in delivering actions, to holistically address positive outcomes toward diversity,

inclusion, equity and belonging for key groups and areas including:

- First Nations peoples
- LGBTIQ+
- People with a disability
- People from a Non-English speaking background
- Gender equity
- Domestic and Family Violence impacts
- Generational diversity..

EMPLOYEE FEEDBACK

Employee feedback is an important mechanism that is used to ensure the right activities and projects are undertaken to contribute toward the desired changes. The following areas have been identified as areas requiring focus and an improved approach:

- **Leadership:** capable, visible leaders with the best interests of council at the forefront
- **Resourcing:** planning for the future
- **Team and inter-team effectiveness:** targeting a One Council approach and improving collaboration
- **Employee benefits:** ensuring consistent approaches and a focus on wellbeing
- **Process improvements:** simplifying workflows and focusing on effectiveness and efficiency.

APPROACH TO CONTINUOUS IMPROVEMENT AND CHANGE

Throughout the Strategy many outcomes and actions require an amount of continued transformation and improvement. With any transformation and continuous improvement comes the requirement for careful change management to ensure the changes are adopted and embedded. Action plans should consider the Ipswich City Council Change Management Framework which draws on the Prosci® ADKAR Model for change management. This will ensure effective development of programs and introduction of services, and ensure hazards relating to how change is managed are minimised supporting the organisation to manage psychological health and wellbeing.

REVIEW OF THE PEOPLE AND CULTURE STRATEGIC PLAN DELIVERY - CONSULTATION OUTCOMES

The People and Culture Branch, as well as branch managers across council, are well positioned to understand what is currently working and have had key input into the development of this strategy. While a range of frameworks, policies, and procedures have helped set the foundations for the branch, a transformation of People and Culture services requires a long-term focus and energy on change to embed. Moving forward there will be an operational focus on accuracy, quality and streamlining processes.

VISION

Develop an empowered, connected, resilient workforce, and a culture that supports council to perform at our best for the Ipswich Community.

OBJECTIVES



OBJECTIVE 1

Strengthen our People and Culture services and products to ensure council is a trusted and leading organisation.



OBJECTIVE 2

Improve our employee experience where staff are empowered, connected, supported and accountable for exceptional individual and council performance.



OBJECTIVE 3

Foster a safe and accountable workforce that enables employees to be physically and psychologically safe, valued and respected.

PEOPLE AND CULTURE BRANCH COMMITMENT

We are a respected and trusted branch that supports and enables values-based performance, behaviour, and decision making across the organisation. We contribute to measurable outcomes by impacting and continuously improving organisational capability and culture through strategic, operational, and administrative services, advice, support, projects and interventions.

MEASURING PROGRESS

We will measure our progress in supporting the achievement of A Trusted and Leading Organisation through:

- employee experience survey results
- community perception survey results
- Transparency and Integrity Hub reports and engagement
- financial sustainability ratios.

Our Workforce Insight Reports will provide capability to review trends, demographics, highlight emerging workforce issues to enable the People and Culture Branch to be flexible in our approach and proactively respond with the right programs, services and initiatives.





OBJECTIVE 1

STRENGTHEN OUR PEOPLE AND CULTURE SERVICES AND PRODUCTS TO ENSURE COUNCIL IS A TRUSTED AND LEADING ORGANISATION.

Strategy Actions 2021-2026	What will we do to get there?	How will we know we got there?
We will set high standards for People and Culture performance and service delivery and strive to be a branch that demonstrates positive and constructive behaviours towards people, problems and change.	<ul style="list-style-type: none"> Integrate People and Culture service delivery Continue to build a capable and cohesive People and Culture Branch Focus on continuous improvement to be leading in best practice Embed products and services delivered by the People and Culture Branch. 	<ul style="list-style-type: none"> People and Culture are trusted, valued, and respected for our services, advice, and advocacy People and Culture team members provide accurate and timely service and advice Complaints and issues are seen as positive opportunities to drive continuous improvement.
We will embrace transparency, governance, and continuous improvement in all our foundation directives, procedures, and processes.	<ul style="list-style-type: none"> Update and continuously improve key procedures and processes Ensure integration between key people systems Update our people technologies for efficiencies and effectiveness Strengthen our people systems for improved people services outcomes. 	<ul style="list-style-type: none"> All People and Culture directives, policies, and procedures are future focused, legislatively compliant, and human centred People systems support best practice delivery People systems are effective and integrated.
We will support our people leaders with their planning, reporting, and decision making through delivery of streamlined management dashboard reporting for all people matters.	<ul style="list-style-type: none"> Establish Workforce Insights Reporting Integrate our people data to support people leaders Monitor workforce trends Ensure access to on-demand data for people leaders. 	<ul style="list-style-type: none"> Workforce Insights Reports provide value for decision making and workforce management Key people issues and trends are identified early.
We will position the council for the future through the delivery of best practice people services and toolkits.	<ul style="list-style-type: none"> Ensure the workforce is best placed to deliver iFuture Develop tools and capability to support talent management Develop tools and capability to support strategic and operational workforce planning Develop an Ipswich City Council Strategic Workforce Plan. 	<ul style="list-style-type: none"> People leaders are able to proactively manage talent Council has the right people in the right jobs at the right time, at the right cost.



OBJECTIVE 2

IMPROVE OUR EMPLOYEE EXPERIENCE WHERE STAFF ARE EMPOWERED, CONNECTED SUPPORTED, AND ACCOUNTABLE FOR EXCEPTIONAL INDIVIDUAL AND COUNCIL PERFORMANCE.

Strategy Actions 2021–2026	What will we do to get there?	How will we know we got there?
<p>We will embrace scrutiny of our systems, processes, and feedback to truly learn from past experiences as we strive to improve the employee experience.</p>	<ul style="list-style-type: none"> ▪ Employee feedback sought with targeted action plans implemented ▪ Enhance reward and recognition across council ▪ Overhaul our onboarding processes ▪ Embed Quality Conversations and a Performance Framework ▪ Develop employee profiles for key roles and career paths. 	<ul style="list-style-type: none"> ▪ Employees at any level are empowered to drive EX continuous improvement actions ▪ Performance feedback and coaching is both expected and welcomed ▪ People Leaders undertake regular performance and capability discussions.
<p>We will prioritise the mental health and wellbeing of the workforce.</p>	<ul style="list-style-type: none"> ▪ Deliver on programs and activities that support better health outcomes and the wellbeing of our employees ▪ Embed Mental Health and Wellbeing considerations into all we do ▪ Strengthen rehabilitation and return to work processes. 	<ul style="list-style-type: none"> ▪ Council is renowned for acting to ensure the health, safety, and wellness of our people ▪ We take action and make decisions with empathy ▪ Employees are supported through difficult periods.
<p>We will be unapologetic when we insist on the embodiment of our Leadership Charter in all people leaders.</p>	<ul style="list-style-type: none"> ▪ Continue to deliver Leadership Development Programs ▪ Deliver initiatives that support People Leaders to collaborate on key priorities and issues ▪ Deliver initiatives that support collaboration across council, and within branches and teams ▪ Develop operational management capability. 	<ul style="list-style-type: none"> ▪ We lead and coach others to develop and achieve their full potential ▪ We act with respect and courage to communicate and tackle difficult issues ▪ We collaborate openly and effectively across branches and departments.
<p>We will develop a learning and development framework to ensure all capability development activities position us to meet current and future challenges.</p>	<ul style="list-style-type: none"> ▪ Ensure learning solutions are aligned with business priorities ▪ Review competency framework ▪ Develop and implement a Learning and Development Framework ▪ Optimise our learning management system to improve end user experience, accurate record keeping, and reduce duplication. 	<ul style="list-style-type: none"> ▪ Through our workforce planning we clearly understand our current and future capability requirements.



OBJECTIVE 3

FOSTER A SAFE AND ACCOUNTABLE WORKFORCE THAT ENABLES EMPLOYEES TO BE PHYSICALLY AND PSYCHOLOGICALLY SAFE, VALUED AND RESPECTED.

Strategy Actions 2021–2026	What will we do to get there?	How will we know we got there?
<p>We will build the knowledge, culture, skills and ability to embrace a truly diverse and inclusive workforce that represents our community.</p>	<ul style="list-style-type: none"> ▪ Design, develop and implement learning solutions that build the awareness, knowledge and commitment to build a truly diverse workforce ▪ Build awareness of unconscious bias and other barriers to diversity, equity, inclusion, and belonging ▪ Focus our learning solutions on building foundations, before progressing to more intermediate and advanced solutions ▪ Use the celebration or promotion of Days of Significance as awareness and education opportunities. 	<ul style="list-style-type: none"> ▪ Completion of formal learning activities ▪ Positive change in EX survey results: <ul style="list-style-type: none"> – My manager treats employees with dignity and respect – Promoted all Days of Significance.
<p>We will ensure that our employment branding and recruitment services are designed and continuously improved in a way that is inclusive, in order to attract diverse talent pools.</p>	<ul style="list-style-type: none"> ▪ Promote Ipswich City Council’s initiatives that support a diverse and inclusive organisation ▪ Review channels and networks used to promote Ipswich City Council employment opportunities ▪ Review our recruitment and selection processes and supporting technology, selection tools and position descriptions to ensure accessibility, remove unintentional bias, or exclusion ▪ Empower managers and supervisors to consider job design of positions to support a diverse and inclusive working environment. 	<ul style="list-style-type: none"> ▪ Our candidate pools and workforce are representative of our community ▪ Positive change in EX survey results: <ul style="list-style-type: none"> – Ipswich City Council builds teams that are diverse.



OBJECTIVE 3 (CONTINUED)

FOSTER A SAFE AND ACCOUNTABLE WORKFORCE THAT ENABLES EMPLOYEES TO BE PHYSICALLY AND PSYCHOLOGICALLY SAFE, VALUED AND RESPECTED.

Strategy Actions 2021–2026	What will we do to get there?	How will we know we got there?
<p>We will remove barriers for development because we want to retain our diverse, skilled and talented employees.</p>	<ul style="list-style-type: none"> ▪ Review our physical environment, systems, tools, governance, and culture to apply a lens of diversity and inclusion to ensure equal opportunity and remove barriers and unintentional discrimination ▪ Provide support to leaders to role model and demonstrate behaviour that supports all employees to confidently speak up ▪ Ensure equitable access to learning opportunities to enable equitable career and professional growth to retain targeted diverse groups ▪ Challenge decisions and provide support if we become aware of any exclusion, bias or discrimination ▪ Provide equitable opportunities for all employees to have a voice on issues, engage in meaningful discussion to continuously improve council practices. 	<ul style="list-style-type: none"> ▪ Measure progress toward diversity (representation) ▪ Positive change in EX survey results: <ul style="list-style-type: none"> – I can voice a contrary opinion without fear of negative consequences – People from all backgrounds have equal opportunities to succeed at Ipswich City Council.



OBJECTIVE 3 (CONTINUED)

FOSTER A SAFE AND ACCOUNTABLE WORKFORCE THAT ENABLES EMPLOYEES TO BE PHYSICALLY AND PSYCHOLOGICALLY SAFE, VALUED AND RESPECTED.

Strategy Actions 2021–2026	What will we do to get there?	How will we know we got there?
<p>We prioritise visible safety leadership to foster and maintain physical and psychological safety.</p>	<ul style="list-style-type: none"> ▪ Role model safety leadership and promote a safety-first approach at all times ▪ Undertake regular physical and psychosocial risk assessments, addressing areas of concern ▪ Actively champion and influence engagement with days of significance to promote inclusion, safety and wellbeing ▪ Provide opportunities for open, honest two-way communication with a focus on continuous improvement to safety systems and controls ▪ Advocate for diverse communities and normalise inclusion conversations ▪ Promptly investigate incidents around the health, safety and wellbeing of employees and people affected by our activities, and review for learning opportunities and continuous improvement. 	<ul style="list-style-type: none"> ▪ Severity of workplace injuries, illnesses and Workcover claims are reduced ▪ Increased support from leaders for the active participation in Days of Significance celebration and /or promotion ▪ Psychosocial conversation tool and risk assessment results ▪ Positive change in EX survey results: <ul style="list-style-type: none"> – There is adequate focus on workplace safety at my workplace – If I raised a concern, I feel confident that it would be taken seriously – My direct manager genuinely cares about my wellbeing – At Ipswich City Council there is open and honest two-way communication – I know where to access the wellbeing resources available to me at Ipswich City Council – The leaders here demonstrate that employee wellbeing is important – My manager sets a good example for working that supports wellbeing – I feel like I belong at Ipswich City Council.



STRATEGY REVIEW PERIOD

The People and Culture Strategy will be reviewed on an annual basis and a yearly action plan developed for each Objective. An annual report card will provide progress of how we are delivering on the strategy.

REVISION UPDATE: MAY - OCTOBER 2023

The People and Culture Strategy 2021–2026 was updated to incorporate elements of Diversity, Equity and Inclusion and Psychological Safety that were previously silent within the Strategy. Since the development of the Strategy, measuring the Employee Experience has been a focus. Data from the Employee Experience Survey identifies a need for further strategic direction and action around psychological safety to promote a speak up culture, and promote honest and open communication. The inclusion of psychological safety also demonstrates a commitment to new legislation around Psychosocial Hazards. This strategy also incorporates and enhances elements of Diversity, Equity and Inclusion previously addressed under the Diversity and Inclusion Strategy 2018–2022, and ensures an enhanced and revised direction around Diversity, Equity and Inclusion is built back into the overall strategy for People and Culture.





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