

# City of Ipswich People and Culture Strategy

2021-2026



Ipswich City Council employs more than 1,200 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**

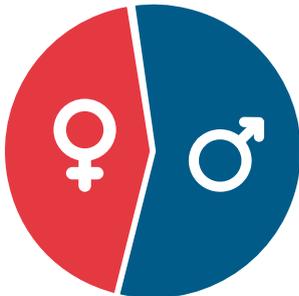
This strategy builds upon the work of the People and Culture Strategic Plan 2019-2021 which has established many of the foundation frameworks, policies, and procedures. The People and Culture Strategy 2021-2026 is part of a suite of council strategies that will support and deliver on several outcomes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

## CURRENT SNAPSHOT OF OUR WORKFORCE

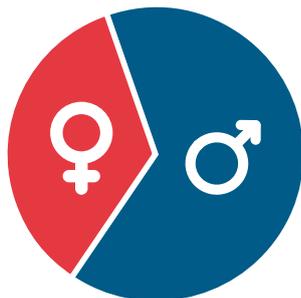


### STAFF GENDER COMPARISON

Female **44.08%** Male **55.92%**



Women in Senior Leadership  
**39.64%**

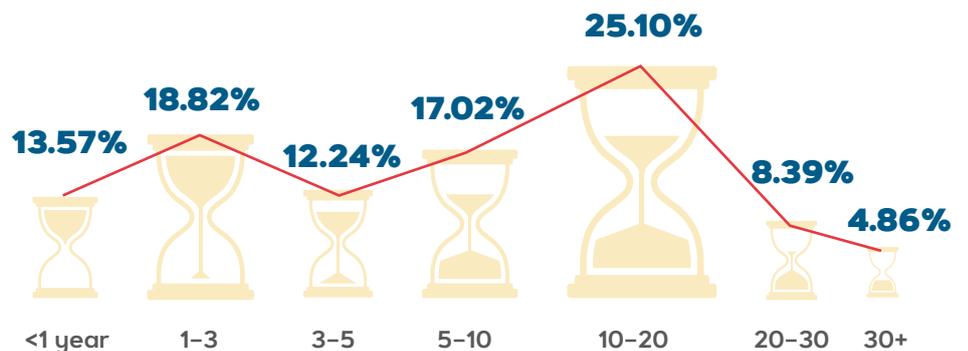


### STAFF AGE PROFILES

15-24 **5.02%**  
25-34 **17.73%**  
35-44 **26.51%**  
45-54 **28.31%**  
55-64 **20.08%**  
65+ **2.35%**



### YEARS OF SERVICE



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## STRATEGY DRIVERS

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### IFUTURE 2021-2026

This strategy will directly support a number of outcomes 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.

### 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. 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.

### EMPLOYEE FEEDBACK

Over the past 18 months, six (6) Pulse Surveys have sought to understand the employee experience and sentiment of working at council, which have resulted in a number of consistent themes being identified. 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.

### 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 a operational focus on accuracy, quality and streamlining processes.

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## VISION

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

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## OBJECTIVES

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### OBJECTIVE 1

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



### OBJECTIVE 2

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



### OBJECTIVE 3

Foster a safe and accountable workforce that thrives within an environment of inclusion, wellbeing and respect.

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## PEOPLE AND CULTURE BRANCH COMMITMENT

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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.

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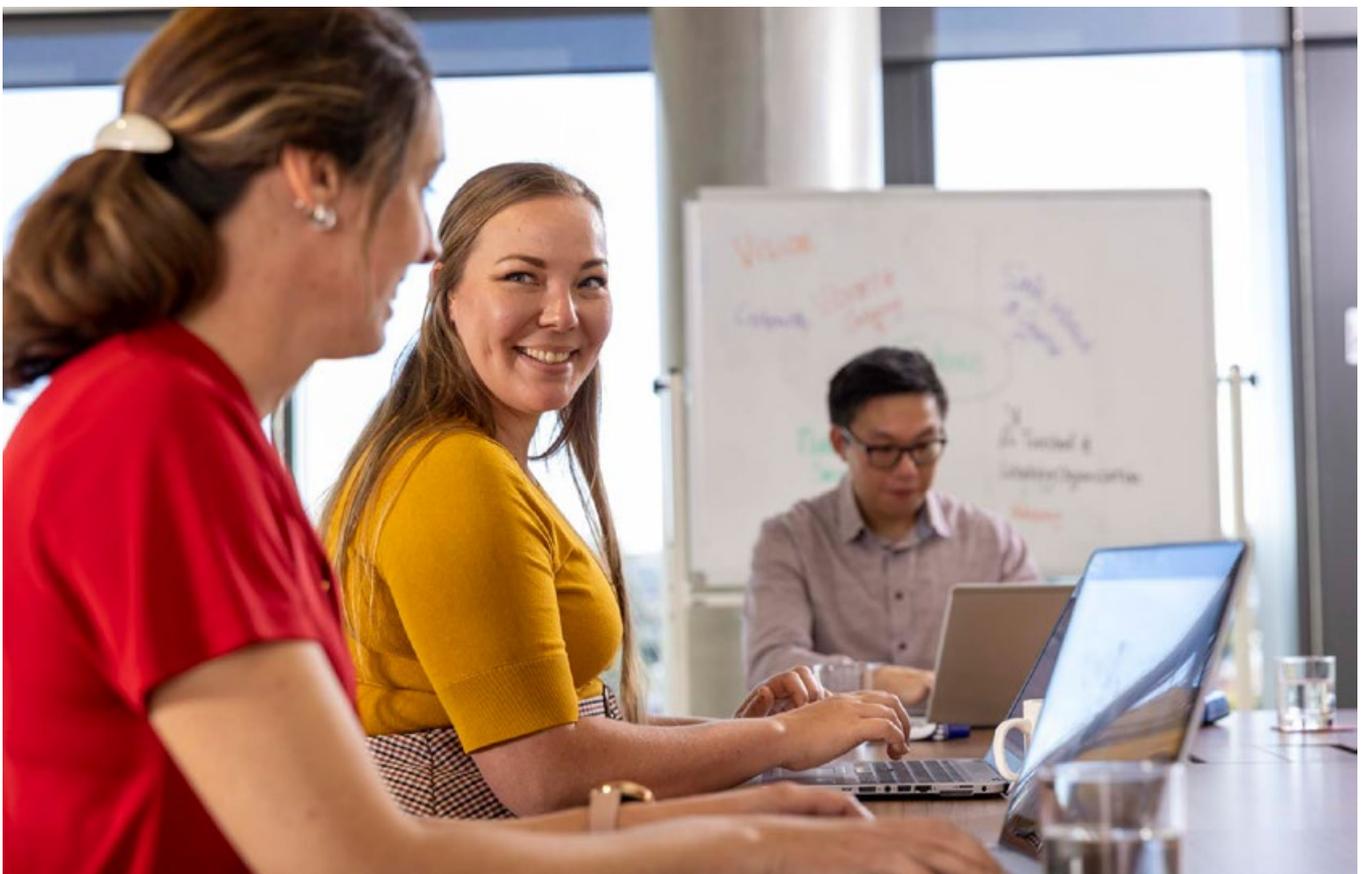
## MEASURING PROGRESS

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



## OBJECTIVE 2

# IMPROVE OUR EMPLOYEE EXPERIENCE WHERE STAFF ARE EMPOWERED, CONNECTED AND SUPPORTED 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"> <li>▪ Employee feedback sought with targeted action plans implemented</li> <li>▪ Enhancing reward and recognition across council</li> <li>▪ Overhaul our onboarding processes</li> <li>▪ Embed Quality Conversations and a Performance Framework</li> <li>▪ Develop employee profiles for key roles and career paths.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employees at any level are empowered to drive EX continuous improvement actions</li> <li>▪ Performance feedback and coaching is both expected and welcomed</li> <li>▪ People Leaders undertake regular performance and capability discussions.</li> </ul>
<p>We will prioritise the mental health and wellbeing of the workforce.</p>	<ul style="list-style-type: none"> <li>▪ Deliver on programs and activities that support better health outcomes and the wellbeing of our employees</li> <li>▪ Embed Mental Health and Wellbeing considerations into all we do</li> <li>▪ Strengthen rehabilitation and return to work processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council is renowned for acting to ensure the health, safety, and wellness of our people</li> <li>▪ We take action and make decisions with empathy</li> <li>▪ Employees are supported through difficult periods.</li> </ul>
<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"> <li>▪ Continue to deliver Leadership Development Programs</li> <li>▪ Deliver initiatives that support People Leaders to collaborate on key priorities and issues</li> <li>▪ Deliver initiatives that support collaboration across council, and within branches and teams</li> <li>▪ Develop operational management capability.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We lead and coach others to develop and achieve their full potential</li> <li>▪ We act with respect and courage to communicate and tackle difficult issues</li> <li>▪ We collaborate openly and effectively across branches and departments.</li> </ul>
<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"> <li>▪ Ensure learning solutions are aligned with business priorities</li> <li>▪ Review competency framework</li> <li>▪ Develop and implement a Learning and Development Framework</li> <li>▪ Optimise our learning management system to improve end user experience, accurate record keeping, and reduce duplication.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Through our workforce planning we clearly understand our current and future capability requirements.</li> </ul>



## OBJECTIVE 3

### FOSTER A SAFE AND ACCOUNTABLE WORKFORCE THAT THRIVES WITHIN AN ENVIRONMENT OF INCLUSION, WELLBEING AND RESPECT.

Strategy Actions 2021-2026	What will we do to get there?	How will we know we got there?
We will prioritise the safety of our workforce, with a focus on Safety Leadership, because we want every employee to go home every night.	<ul style="list-style-type: none"> <li>Enhance safety leadership capabilities</li> <li>Improve our safety culture</li> <li>Meet the relevant Australian Standards to improve safety data collection, compliance, and reporting</li> <li>Training delivery, safety inspections, and investigations.</li> </ul>	<ul style="list-style-type: none"> <li>Instances and severity of workplace injuries, illnesses and Workcover claims are reduced</li> <li>We act to ensure the health, safety, and wellbeing of our people</li> <li>We achieve the AS/NZS ISO 45001:2018 accreditation.</li> </ul>
We will actively increase our efforts towards inclusion because we know that to best serve the community, we need to understand and embody its diversity.	<ul style="list-style-type: none"> <li>Demonstrate leadership and commitment, and support the delivery of actions under Theme 3 of the Ipswich City Council Indigenous Accord 2020-2025</li> <li>Review, enhance, and implement the Diversity and Inclusion Strategy</li> <li>Implement initiatives that promote diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Improve representation of a diverse workforce</li> <li>We are a workforce that thrives within an environment of inclusion, wellbeing, and respect.</li> </ul>
We strive to be a strong and accountable workforce with a focus on the customer experience	<ul style="list-style-type: none"> <li>Publish people data and reports on the Transparency and Integrity hub</li> <li>Support the implementation of the Ipswich City Council Customer Experience Strategy and roadmap</li> <li>Embed the Quality Conversations and Performance Framework</li> <li>Promote council's Good Governance Policy and Guide.</li> </ul>	<ul style="list-style-type: none"> <li>Council is renowned for delivering upon our customer experience vision – we listen, we care, and we deliver great everyday experiences – every day.</li> </ul>

## 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.



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