City of Ipswich
People and Culture Strategy

Action Plan 2022-2023

City of Ipswich

Ipswich City Council employs more than 1,200 people and promotes a workplace culture built on values of collaboration, communication, integrity, efficiency, and leadership following one central mission statement: '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.

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
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.

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.

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.

ACTIVITIES	START	END	RESPONSIBLE
Facilitate the Workforce Review Committee aimed at collectively considering and making recommendations on workforce priorities for filling of existing funded vacant roles and requests to create new or additional roles.	Jul 2022	Jun 2023	PSM
Lead projects to address Queensland Audit Office (May 2022) recommendations (PMP).	Jul 2022	Sep 2022	MPC/PSM
Participate in the Internal Audit of Timesheets (A2122-21) and implement required recommendations.	Jun 2022	Aug 2022	PSM
Develop Recognition of State and Federal Government Service Administrative Directive.	Jun 2022	Aug 2022	MPC/WRM
ICT Transition Project (PMP) ■ Complete user acceptance testing (UAT) of new role based permissions created by Deloitte ■ Undertake training so that hand-over from Deloitte/ICT may occur.	Jul 2022	Aug 2022	PSM
Develop Rehabilitation Administrative Directive	Jul 2022	Aug 2022	MPC/WSWM
Update the Rehabilitation Policy.	Jul 2022	Aug 2022	WSWM
Develop new procedure 'Transfer within and between classification levels'.	Jul 2022	Aug 2022	WRM
Update the Salary Packaging procedure.	Jul 2022	Aug 2022	WRM
Ensure position descriptions are up to date with COVID vaccination requirements – remove all stage 1, 2 and 3 from position descriptions, and update stage 4 in position descriptions.	Jul 2022	Sept 2022	PSM
Ensure COVID vaccination portal only contains information relating to stage 4 COVID vaccinations, and remove all stages 1, 2 and 3.	Jul 2022	Aug 2022	PSM
Review uniform administrative directive	Jul 2022	Aug 2022	MPC
Review Drug and Alcohol Management Procedure.	Aug 2022	Sep 2022	WSWM
Develop Redeployment Procedure, encompassing Suitability Assessment Report.	Aug 2022	Sep 2022	WRM
Certification of industrial agreements (PMP): ■ Ipswich City Council Local Government Employees' Agreement. ■ Ipswich City Council Officers' Certified Agreement; and ■ Ipswich City Council Local Government Civic Centre Employees Certified Agreement.	Jun 2022	Sep 2022	WRM

Activity	Start	End	Responsible
Participate in the QAO Final Audit and implement required recommendations.	Sep 2022	Dec 2022	PSM
Implement new provisions as required under the new Certified Agreements, such as new leave types, superannuation loadings, new classifications.	Oct 2022	Dec 2022	WRM/PSM
Participate in the Internal Audit of Payroll (A2223-17) and implement required recommendations.	Oct 2022	Dec 2022	PSM
Rescind Service Recognition procedure.	Oct 2022	Nov 2022	ODM
Rescind Long Serving Employees procedure.	Oct 2022	Nov 2022	ODM
Update the Leave Management Procedure and Administrative Directive.	Oct 2022	Nov 2022	WRM
Develop Volunteer Leave Procedure.	Oct 2022	Nov 2022	WRM
Develop Medical and Ill-Health Retirements Procedure.	Oct 2022	Nov 2022	WRM
Develop Casual Conversions Procedure.	Oct 2022	Nov 2022	WRM
Develop Employment Screening Procedure covering Criminal History Checks (position of trust matrix, new recruits, whole of council), Pre-employment medicals, Prescreening Drug and Alcohol and Blue cards, including adverse findings process.	Nov 2022	Dec 2023	WRM/PSM
Conduct a gender pay gap review to determine any unequal wages between men and women performing the same or comparable work, but being paid differently.	Nov 2022	Jun 2023	WRM
Participate in the QAO Interim Audit and implement required recommendations.	Apr 2023	Jun 2023	PSM
Determine internal P&C process to manage notifications and record-keeping of outside employment declarations.	Apr 2023	Jun 2023	MPC
Develop Social Media Policy for employees.	Apr 2023	Jun 2023	WRM
Review SunSmart Procedure (due 28 Aug 2023).	Jul 2023	Aug 2023	WSWM

We will position the council for the future through the delivery of best practice people services and toolkits.			
ACTIVITIES	**START**	**END**	**RESPONSIBLE**
Facilitate salary increases for contract employees.	Jul 2022	Jul 2022	PSM
Review and update the P&C WIRE pages to ensure content is accurate and current, and maximise the use of system enhancements delivered by SharePoint online.	Jun 2022	Jan 2023	All
Skilling Queenslanders for Work – First Start Program - 2022-23 bid process, stakeholder engagement and program delivery.	Jun 2022	Mar 2023	PSM/TAC
Deliver the Vocational Employment Pathways Project to provide a holistic view of vocational employment pathways; how the pathways connect with strategic workforce planning; the costs and benefits of each vocational pathways and simple steps to follow to actively engage in a pathway (PMP).	Nov 2022	Jun 2023	LDC (WRM, PSM)
Implement system improvements to streamline processes: higher duties, terminations, interview scheduling, (test, pilot, train, release).	Jul 2022	Aug 2022	BIO
Deliver the updated E-Hub home page to allow for user-centric navigation and improved features (SAP SuccessFactors upgrade).	Jul 2022	Sep2022	LDA/BIO
Participate in the iVolve procurement EOI process (HRIS including Safety) – review specifications (taken from business requirements), identify SMEs for participation, assessment panel for EOI.	Oct 2022	Dec 2022	MPC/SMEs
E-Hub enhance pack preparation commences in conjunction with MSP – Deloitte.	Oct 2022	Nov 2022	BIO

Activity	Start	End	Responsible
Support Asset Management structure changes.	Aug 2022	Sep 2022	WRM
Recruitment Strategy for key IED roles as per IED Workforce Plan.	Jul 2022	Aug 2022	TAC/PSM
Develop a realignment framework timeline to confirm to key stakeholders the timelines and process required.	Aug 2022	Sept 2022	PSM
LinkedIn Job Board – Job Packs (3) purchased, commence uploading and profiling hard to recruit roles to LinkedIn to broaden search area.	Aug 2022	Aug 2022	TAC
Position Management Form to streamline approval process for new positions, new roles, reclassifications, advertising requests and updating position description requests. Pilot with Corporate Services, and Community Cultural and Economic Development.	Aug 2022	Sep 2022	PSM/TAC/SGC
Develop Senior Remuneration database to assess and compare contract based employees for attraction and retention purposes, reward and recognition. Benchmarking internally and externally.	Sep 2022	Dec 2022	WRM
Review remuneration and benefits for IED specialist or hard-to-fill roles (e.g. market loadings) IED Workforce Plan.	Sep 2022	Dec 2022	WRM
Support 1 Nicholas St Project team changes.	Sep 2022	Oct 2022	WRM
Develop Workforce Planning Toolkit.	Sep 2022	Feb 2023	LDC
Develop Succession Planning Toolkit.	Sep 2022	Feb 2023	LDC
Develop an updated position description template introducing job families (ANZSCO codes) and Core4 capabilities.	Dec 2022	Jun 2023	PSM
Translation of field-based staff to new classification structure and finalise upload of new structure.	Oct 2022	Jan 2023	WRM/PSM
Participate in the (possible) HR System tender for iVolve (dependent on outcome of EOI in Oct-Dec 2022).	Feb 2023	Apr 2023	MPC/SMEs
Commence E-Hub enhancement pack preparation with MSP – Deloitte.	Apr 2023	Jun 2023	SGC
Commence E-Hub End of Financial Year enhancement pack preparation c with MSP – Deloitte.	May 2023	Jun 2023	BIO/SGC

We will support our people leaders with their planning, reporting and decision making through delivery of streamlined management dashboard reporting for all people matters.

ACTIVITIES	START	END	RESPONSIBLE
Staff Establishment and Vacancy Management to be launched in PowerBi to ELT.	Jul 2022	Dec 2022	SGO
Deliver Workforce Insights Reporting (PMP), including: Phase 1: People Analytics (SAP Success Factors) Phase 2: Workforce Analytics (compliance, safety, training, establishment, vacancies, recruitment, case management, demographics and trends) (WSW, WR, OD & PS + ICTS).	Jul 2022	Jun 2023	SGC
Payroll exception reporting to be investigated with network of Local Government and Deloitte to reduce the manual intervention.	Oct 2022	Jun 2023	SGC/BIO

We will position the council for the future through the delivery of best practice people services and toolkits.

ACTIVITIES	START	END	RESPONSIBLE
Facilitate P&C team building, capability development and cohesiveness through quarterly branch workshops – 3 Aug 2022 (ODM), 2 Nov 2022 (WRM), 1 Feb 2023 (WSWM).	Jul 2022	Jun 2023	ALL

Deliver P&C Monthly Branch update to ensure communication of key priorities and updates.	Jul 2022	Jun 2023	ALL
Ensure all P&C branch members have regular one-on-one meetings with their people leader allowing for quality conversations on progress towards goals, individual learning plans and check ins.	Jul 2022	Jun 2023	ALL
Transition to the updated records management system Objective IQ.	Aug 2022	Jun 2023	ALL

OBJECTIVE 2

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

We will embrace scrutiny of our systems, processes and feedback to truly learn from past experiences as we strive to improve the employee experience.			
ACTIVITIES	**START**	**END**	**RESPONSIBLE**
Facilitate the annual Employee Experience Survey across council (5-16 Sept 2022).	Sep 2022	Sep 22	ODC
Support people leaders to debrief employee experience survey feedback and develop action plans to improve employee experience at a team, section, branch and department level.	Sep 2022	Dec 22	ODC
Facilitate the Employee Experience Group ensuring that representatives are the voice of their department and organisation by gathering feedback, relaying key information and engaging in meaningful actions to improve councils employee experience.	Jul 2022	Jun 2023	ODM
Embed the Reward and Recognition program.	Oct 2022	Jun 2023	ODM
Deliver the annual Service Excellence Awards (by mid-Nov 2022).	Sep 2022	Nov 2022	ODM
Develop IED mentoring program with IED Leadership team (IED Workforce Plan).	Jan 2023	Jul 2023	WRM/ODM
Engage with ICT to develop a P&C catalogue in ServiceNow or Sharepoint for employee and manager requests (i.e. reports, permissions and authorisations) – Part 1.	Sep 2022	Feb 2023	PSM/SGC
Update suite of forms and design catalogue for automation – Part 2.	Feb 2023	Jun 2023	PSM/SGC
Develop bespoke learning to improve recruitment and selection modules content (reviewing PDs, writing behavioural based interview questions).	Feb 2023	Jun 2023	PSM/LDC

We will prioritise the mental health and wellbeing of the workforce because we care.			
ACTIVITIES	**START**	**END**	**RESPONSIBLE**
Advance Pillar 2 of the iHealth Action Plan: Mental Health by facilitating proactive programs aimed at improving the psychological health of our employees at work and at home:			
■ Refresh and advance the Mental Health First Aid Officers training and network.	Jul 2022	Jun 2023	WSWM
■ Pilot the iThrive program providing a holistic approach to health and wellness for employees at work and at home; empowering employees to implement evidence-based health and lifestyle modification strategies.	Jul 2022	Feb 2023	WSWM
■ Promote RUOK Day supporting harm prevention and meaningful connection (8 Sep 2022).	Sep 2022	Sep 2022	WSWM
■ Promote EAP services and products across council.	Apr 2023	Apr 2023	WSWM
We will be unapologetic when we insist on the embodiment of our Leadership Charter in all people leaders.			
ACTIVITIES	**START**	**END**	**RESPONSIBLE**
Implement an agreed solution for Quality Conversations and Performance discussions.	Jul 2022	Feb 2023	ODM
Continue to deliver the Inspiring Leaders Program across council to embed leadership, performance planning, safety leadership, quality conversations, change leadership and people development (PMP).	Jul 2022	Jun 2023	ODC
We will develop a learning and development framework to ensure all capability development activities position us to meet current and future challenges.			
ACTIVITIES	**START**	**END**	**RESPONSIBLE**
Facilitate the Managing @ ICC program providing managers and aspiring managers with the skills and knowledge required to manage with confidence and deliver on council's employee experience vision (PMP).	Jul 2022	Jun 2023	LDC
Continue to facilitate Team Effectiveness Sessions aimed at areas of the business with the highest need.	Jul 2022	Jun 2023	ODM
Lead a working group with IED management to define the technical competencies by role/level (skills matrix) to inform progression, development and attraction (IED Workforce Plan) (PMP).	Jul 2022	Nov 2022	WRM/ODM/ LDC
Define the universal capabilities (CORE4) that are required across all roles/levels; and in conjunction with strategic workforce planning, assist the business in defining the technical capabilities by role/ level (skills matrix) that will inform talent development and attraction activities.	Jan 2023	May 2023	ODM/LDC/ WRM/PSM

OBJECTIVE 3

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

We will prioritise the safety of our workforce, with a focus on Safety Leadership, because we want every employee to go home every night.

ACTIVITIES	START	END	RESPONSIBLE
Conduct monthly reviews of the operational risk control processes, and if required, make adjustments to any safety system that may have contributed to the incident (e.g. Safe Work Method Statements, JHAs, Safe Work Instructions) with a focus on seamless integration of safety systems.	Jul 2022	Jun 2023	WSWM
Review branch risk registers quarterly – Works and Field Services, Capital Program Delivery, Planning and Regulatory Services, People and Culture (safety) quarterly.	Aug 2022	Jun 2023	WSWM
Develop and facilitate the Safety Leadership challenge of the Inspiring Leaders Program.	Jul 2022	Jun 2023	ODM/WSWM
Undertake ISO45001 Audit Stage 1 to ensure council is leading in practice across all councils in Qld.	Jul 2022	Jul 2022	WSWM
Implement any required corrective actions from ISO45001 Audit.	Jul 2022	Aug 2022	WSWM
Undertake ISO45001 Audit Stage 2 to ensure council is leading in practice across all councils in Qld.	Aug 2022	Aug 2022	WSWM
Implement required recommendations from Fox Safety Review in Ipswich Waste Services.	Jul 2022	Dec 2022	WSWM
Advance Pillar 1 of the iHealth Action Plan: Physical Health by facilitating proactive programs aimed at encouraging and supporting employees to improve their physical health and overall wellness:			
■ Promote Safe Work Month (Oct 2022) and Safe Work Day (25 Oct 2022) committing to building a safe and healthy workplace.	Oct 2022	Oct 2022	WSWM
■ Promote National Skin Cancer Action Week to remind the importance of protecting employees from the sun's rays which can cause skin cancer (21-27 Nov 2022).	Jun 2023	Jun 2023	WSWM
■ Promote Men's Health Week (Nov 2022) to raise awareness of health issues unique to men.	Nov 22	Nov 22	WSWM
■ Offer and promote flu vaccinations for all staff.	Apr 2023	May 2023	WSWM
■ Offer and promote optical assessments for all staff.	May 2023	May 2023	WSWM
■ Conduct audiometric assessments (legislative requirement for field workers) and offer hearing assessments for all other staff.	Jun 2024	Jun 2024	WSWM
■ Promote #ItsintheBag - Share the Dignity – to encourage staff to donate essential items for people fleeing domestic and family violence (18-27 Nov 2022).	Nov 2022	Nov 2022	PSM
■ Promote White Ribbon Day by promoting respectful relationships and gender equality and demonstrate a culture of zero tolerance of violence against women (18 Nov).	Nov 2022	Nov 2022	ODM

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.			
ACTIVITIES	**START**	**END**	**RESPONSIBLE**
Facilitate the Aboriginal and Torres Strait Islander Employee Working Group ensuring that representatives are the voice of their community and Indigenous employees within council.	Jul 2022	Jun 2023	ODM
Facilitate NAIDOC week activities and learnings across council (3-10 July 2023) to celebrate and recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples (3-10 July 2023).	Jul 2022	Jul 2023	ODM
Facilitate Coming of the Light activities and learnings across council to celebrate living on the continent and share a sense of nationhood (1 July 2023).	Jul 2023	Jul 2023	ODM
Promote the Local Government Blood Challenge supporting blood donations to save lives (1 Jul – 30 Sep 2022).	Jul 2022	Sep 2022	WSWM
Promote National Aboriginal and Torres Strait Islander Children's Day (4 Aug 2022).	Aug 2022	Aug 2022	ODM
Promote International Day of the World's Indigenous Peoples (9 Aug 2022) showing solidarity by working to end the grievous inequalities, to fully recognise the abuse they have suffered and to celebrate their knowledge and wisdom.	Aug 2022	Aug 2022	ODM
Promote Daffodil Day supporting cancer research (25 Aug 2022).	Aug 2022	Aug 2022	WSWM
Promote Wear it Purple Day supporting safe, empowering and inclusive environments for rainbow young people (26 Aug 2022).	Aug 2022	Aug 2022	ODM
Review and enhance the existing Diversity and Inclusion strategy and associated documents.	Oct 2022	Mar 2023	ODM
Deliver the Aboriginal and Torres Strait Islander Employment and Retention Strategy Project to develop the Ipswich City Council Aboriginal and Torres Strait Islander Employment and Retention Strategy 2022 – 2027 (PMP).	Jul 2022	Jul 2023	ODM
Deliver the Indigenous Accord P&C Actions Project to deliver the required actions of Cultural Awareness and Capability Training and a Cultural Mentoring Program (PMP).	Jul 2022	Jul 2023	ODM
Promote National Apology Day commemorating the first-ever national apology made by Prime Minister Kevin Rudd in 2008 to initialize the Australian federal government's rehabilitation, justice, and reconciliation agenda for the Indigenous Aborigines and Torres Strait Islanders, and the tens of thousands of Aboriginal children who were forcibly removed from their families during Australia's assimilation era (13 Feb 2023).	Feb 2023	Feb 2023	ODM
Promote Harmony Day to celebrate multiculturalism, promote inclusivity, respect and belonging for all Australians, regardless of cultural or linguistic background (21 Mar 2023).	Mar 2023	Mar 2023	ODM
Promote International Women's Day (8 Mar 2023) Theme yet to be released, with additional women's health promotions.	Mar 2023	Mar 2023	WSWM
Promote IDAHOBIT – International Day against LGBTQIA+ Discrimination (17 May 2023).	May 2023	May 2023	ODM
Promote National Sorry Day to remember and acknowledge the mistreatment of Aboriginal and Torres Strait Islander people who were forcibly removed from their families and communities, which we now know as 'The Stolen Generations' (26 May 2023).	May 2023	May 2023	ODM

Promote Reconciliation Week as a time to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia (27 May – 3 Jun 2023).	May 2023	Jun 2023	ODM
Consider options for delivering Domestic and Family Violence (DFV) training and awareness to provide employees with the knowledge and skills to recognise and respond effectively to colleagues experiencing DFV, and to develop a shared language and understanding of DFV.	Oct 2022	Jun 2023	MPC/ODM
Consider our approach to DFV perpetrators and how we hold employees accountable for their behaviour when we have evidence an employee may be using violence and/or abuse, and it satisfies a civil standard of proof, then they can and should consider taking appropriate action.	Feb 2023	Jun 2023	MPC/WRM

We strive to be a strong and accountable workforce with a focus on the customer experience.

ACTIVITIES	START	END	RESPONSIBLE
Asset Management Change Support.	Sep 2022	Mar 2023	ODM
Consider what people data can be published on the Transparency and Integrity Hub.	Jun 2023	Jun 2023	MPC
Support the implementation of the Ipswich City Council Customer Experience Strategy and roadmap.	Jun 2022	Jun 2023	MPC
Embed the Quality Conversations and Performance Framework.	Jun 2022	Jun 2023	ODM
Promote council's Good Governance Policy and Guide through the Inspiring Leaders and Managing @ ICC programs.	Jun 2022	Jun 2023	ODM
Promote council's Guiding our Behaviour Framework through the Inspiring Leaders and Managing @ ICC programs.	Jun 2022	Jun 2023	ODM

City of
Ipswich

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