13   Update on People and Culture

--ooOOoo--

Doc ID No: A6055933

ITEM:

SUBJECT: UPDATE ON PEOPLE & CULTURE

AUTHOR: MANAGER, PEOPLE AND CULTURE

DATE: 10 FEBRUARY 2020

EXECUTIVE SUMMARY

This is a report concerning a high level summary of the key areas of focus for People and Culture. The major risk is resourcing the function. While recruitment is underway, these will take time and we cannot progress on the People and Culture Strategic Plan until we have the resources in place. All other areas of risk have been identified and will be addressed by the People and Culture Strategic Plan, however some timelines will need to be reviewed when resourcing is available.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the contents of this report be received and noted.

RELATED PARTIES

People and Culture and Corporate Services.

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

This report is to provide an initial review of the People and Culture Function for Ipswich City Council and identification of any risks and issues.

This is the first update to the Audit and Risk Committee from the newly appointed Manager, People and Culture, who commenced on Monday, 3 February, 2020. There are currently 14 vacancies in the People and Culture team as a result of the restructure and a number of team members leaving. The recruitment of these team members is a priority in order to continue to provide an appropriate level of service and delivery on the People and Culture Strategic Plan.

Item – Page 1 of 3

Given the above, there is a significant amount of pressure on the recruitment team. A Recruitment Strategy has been developed and this will commence being actioned from March 2020. There are no major risks identified at this time.

The TP2 project is on track and the attached report provides an overview of the current status for sub-projects. Some previously identified risks have been closed off as they are no longer likely to impact the Project.

The report provides an overview of the current status for sub-projects, and a traffic light status and brief comment for:

- Overall project health
- Milestones
- Budget
- Risk.

There are still risks related to:

- Engagement with all staff across Council
- Ability for the business to absorb training given the current and proposed high volume of activity.

As identified above, the biggest issue for People and Culture at present is resourcing. Recruitment to fill new/vacant roles is of course underway and once roles are filled, People and Culture will be in a position to deliver on the strategic plan.

From an organisational perspective we also have risks relating to:

- Mental health
- Organisational culture
- Leadership capability
- Succession planning (particularly for critical roles).

These areas have all been identified and there are activities within the strategic plan to address these.

A Safety and Wellbeing Strategy and Framework has been adopted and all the specific activities under Priority 1 of this framework have been achieved. Priority 2, Wellbeing and Engagement has commenced and we have trained a number of employees on Mental Health First Aid, however, other activities under this priority will be delivered by June 2020. Priority 3 – Improve Safety and Wellbeing Leadership and Culture activities will also be delayed due to system and people resource constraints. These are on track for delivery by December 2020. Finally, for Priority 4 – reduce the impact of injury and illness, all activities have been delivered or are on track. I attach a copy of the Safety and Wellbeing Strategic Plan for review.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: *Local Government Act 2009.*

RISK MANAGEMENT IMPLICATIONS

The only risk is recruiting the appropriate resources in a timely manner. The People and Culture Manager is focusing on this immediately to enable delivery of future activities.

FINANCIAL/RESOURCE IMPLICATIONS

There are no impacts to budgeted resources or finances.

COMMUNITY AND OTHER CONSULTATION

Not applicable

CONCLUSION

The recruitment of appropriately skilled resources into the People and Culture team will enable delivery of the People and Culture Strategic Plan. The Manager will need to keep focused on this to progress without being disrupted by operational matters. There are a number of priorities within the People and Culture Strategic Plan which may be delayed, depending on timing of resources.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	TP2 People and Culture Steering Committee Update
2.	Recruitment Strategic Plan
3.	Safety and Wellbeing Strategic Plan
4.	People and Culture Strategic Plan

Paula Perry
MANAGER, PEOPLE AND CULTURE

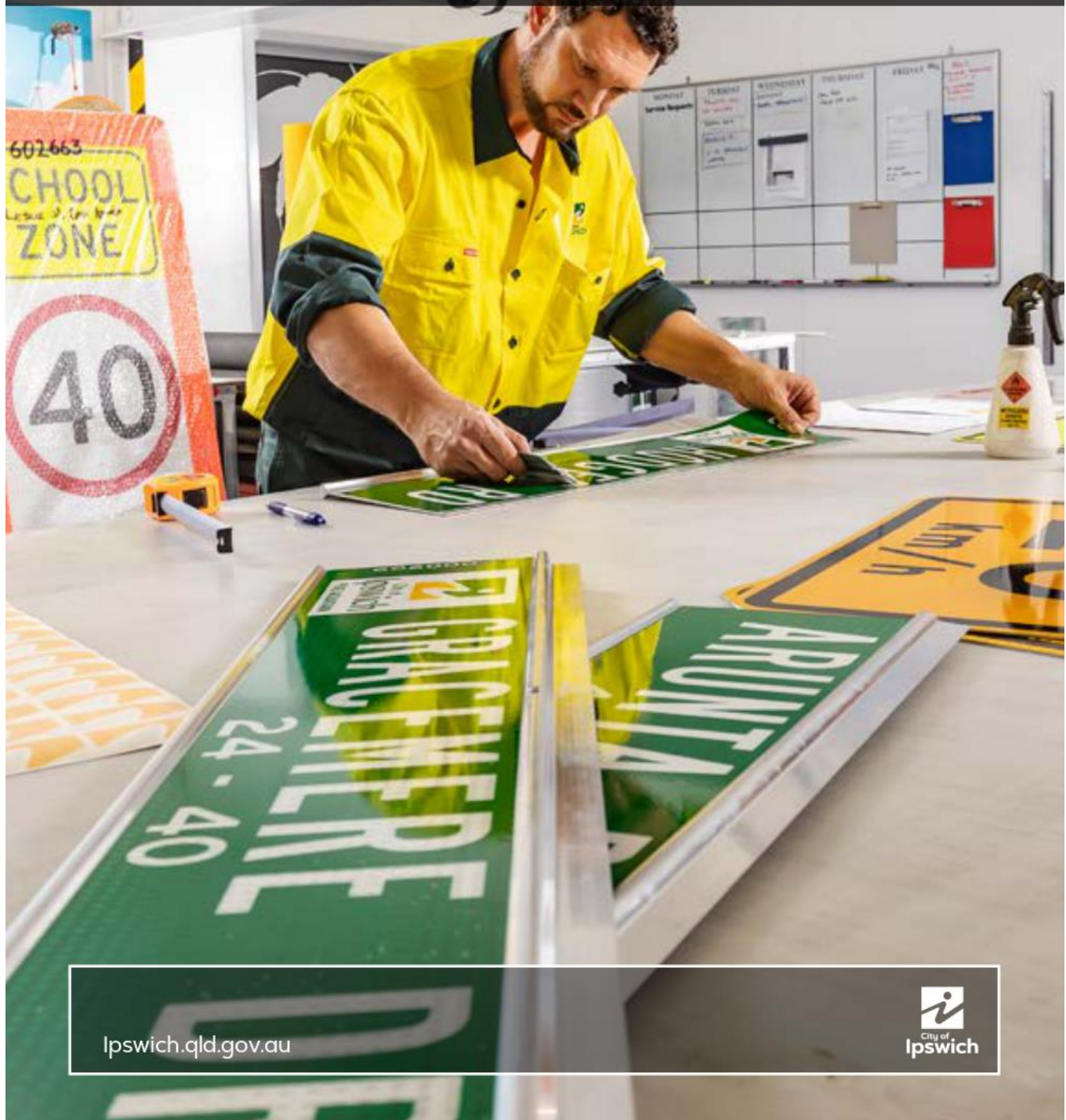I concur with the recommendations contained in this report.

Sonia Cooper
GENERAL MANAGER CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"

Business Transformation Program
Project Summary Report

City of Ipswich

Project Name		Steering Committee		
TP2 - Develop & implement a robust People & Performance framework		Whole of Council		
Project Lead		**Project Phase**		
Ross Muller		Implement		

Major Project Deliverables

Develop a People & Culture framework
Develop a capability framework
Develop & implement a new performance review system
Recruitment & selection
Safety Management & Wellbeing
Grievance Management

Project Health Detail		Comments
Overall	🟠	Project has made significant progress in the previous months. Recruitment to fill new branch structure is underway and will enable branch to execute and deliver on strategy.
Milestones	🟠	Safety and Recruitment on track. Grievance Management Framework to be implemented once P&C Business Partners are on board (Recruitment underway)
Budget	🟢	
Risks	🟠	Recruitment underway to fill vacancies in P&C Branch structure

Matters for Steering Committee Discussion

Item	Description		
Nil			

Key Decisions Required Discussion

Item	Description	Owner	Date Due
Nil			

Project Progress

Sub Project	Key Deliverable	% Complete	Start	Finish	Progress achieved this period	Activities planned for next period
P&C Framework	P&C Framework	100%	1/03/2019	1/10/2019	• P&C framework was endorsed by ELT. • Framework has been published and ready for general viewing to all staff.	N/A
Grievance Management	Develop ICC's Employee Complaints and Grievance Management Framework	90%	24/09/2019	31/05/2020	Framework presented to Joint Consultative Committee. Implementation plan updated for rollout by new P&C Business Partners.	Unions to provide feedback on Grievance Framework at next Joint Consultative Committee meeting scheduled.
Develop & implement a new performance review system	Develop & implement a new performance review system	40%	1/02/2019	30/06/2020	Verification meeting scheduled held with ELT on Friday 17/01. Framework materials updated to reflect feedback.	2 x Engagement/Consultation sessions scheduled for 13 Feb with Employees and Managers/Supervisors
Develop a capability framework	Develop a capability framework	55%	1/02/2019	30/06/2020	Implementation to be built into Performance Review sub-project	
Recruitment and Selection	Develop Recruitment Strategy and 1 year plan, Policy and Procedures	95%	1/10/2019	30/04/2020	ELT has adopted the 1 year Recruitment Strategy	Marketing to complete artwork for Recruitment Strategy
Safety Management & Wellbeing	Development of a Safety Management Strategy	80%	1/02/2019	30/06/2022	Recruitment of Safety Officer for implementation of Safety Standards and Framework.	Safety Leadership Training for all Branch Managers

Risks Summary

Risk Description	Risk Mitigation/s	Trend	Initial Severity	Mitigated Severity
ID:7 With the introduction of a new People & Culture framework, changes will be made to departmental processes, SLA's, service offerings etc. There is a risk these may not remain compliant. Failure to do so could lead to scrutiny from public bodies and regulators or potential legal action.	1. Peer review all project outputs, new processes and SLA's to ensure compliance with Acts and Regulations. Peer review completed by HR experts within project team and broader People & Culture. 2. Engagement with legal team where necessary, i.e.. Changing a process.	Trending down	M	M
ID:8 Given variety of roles at council, often hard to engage some appropriately i.e. Casual and field staff. Resulting in failure of key deliverables and around 50% of staff not feeling engaged with new P&C way of working.	1. Jamie Hilyard representation on project team for appropriate insight into field staff operations. 2. Planned field staff specific engagement plan. 3. Don Stewart on team for appropriate Casual staff engagement.	Stable	H	M

Business Transformation Program Project Summary Report		City of Ipswich		
ID:NEW Ability of the business to absorb training related to Grievance Management. High volume of demands on leaders (specifically Branch Managers) from multiple areas of the business and various Transformation Projects.	1. Prioritisation of Grievance Management Framework implementation by ELT. 2. Appropriate mix of launch and just-in-time training solutions/support.	Stable	M	M

Issues Summary

Issue Description	Action/s	Trend	Initial Impact	Actioned Impact
ID:25 Project delivery impacted and delay to schedule due to capability within organisation to deliver on key deliverables to required standard	1. Engagement of external provider to draft key deliverables (Prominence) 2. Implementation plans drafted for each sub-project highlighting training and coaching needs to ensure appropriate capability lift 3. New branch structure in place and recruitment underway	Stable	H	H
ID:24 P&C branch impacts to management and structure remain ongoing with impacts to prioritisation and delivery of project work	1. Ensure appropriate exec sponsorship (SM project lead) and appropriate messaging disseminated with focus on stabilising team 2. New P&C Manager briefed by CEO on expectations etc. and ensure appropriate attention applied. 3. P&C Structure signed off and recruitment now in process to fill new/vacant roles	Stable	H	H

Financial Summary

FY Budget	FY Actuals + Commitments to Date	FY Forecast	FY Variance
$ 204,000.00	$ 284,602.00	$ 120,405.00	$ 83,595.00

City of Ipswich
Recruitment Strategic Plan

2020

Ipswich.qld.gov.au

City of
Ipswich

CONTENTS
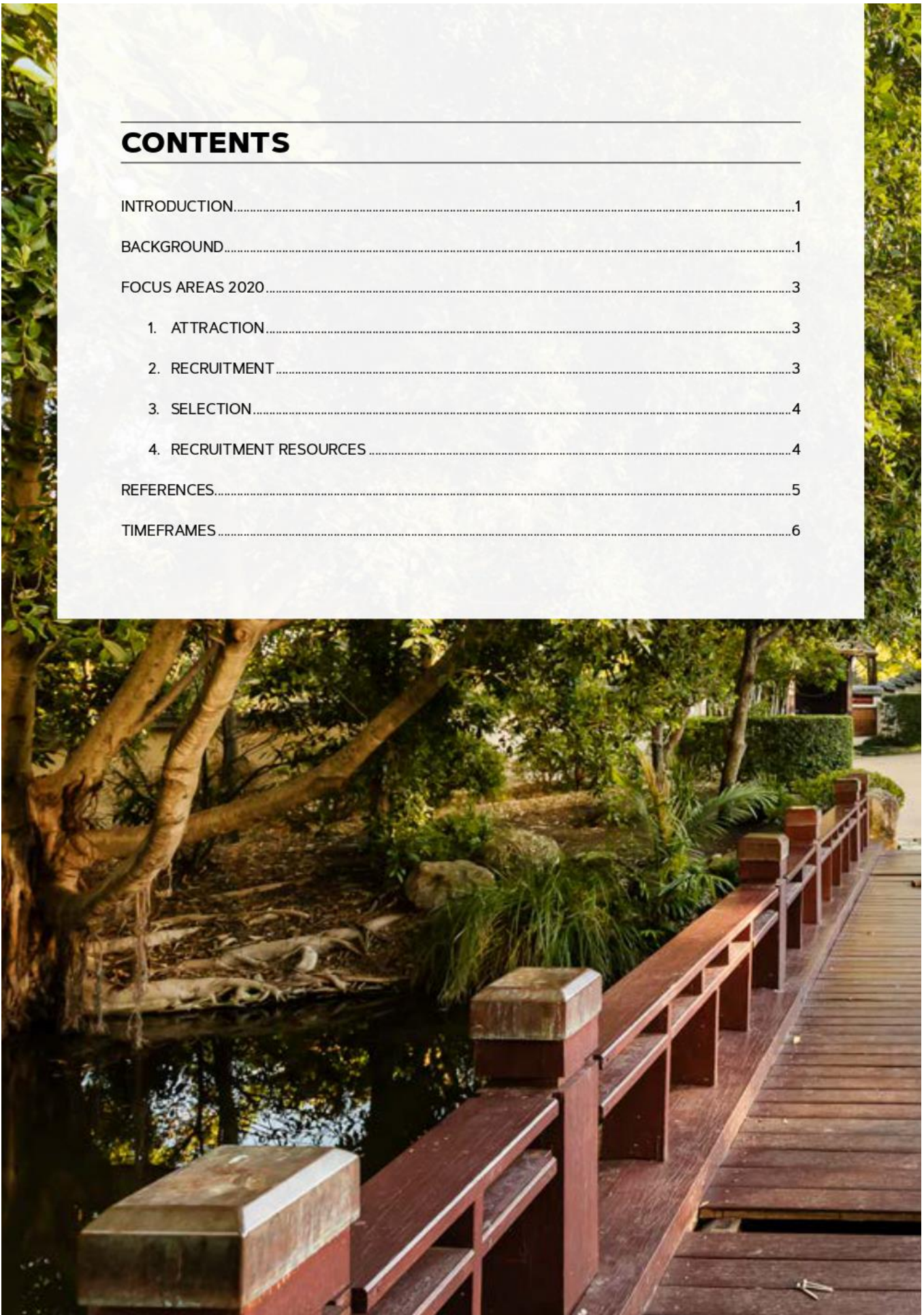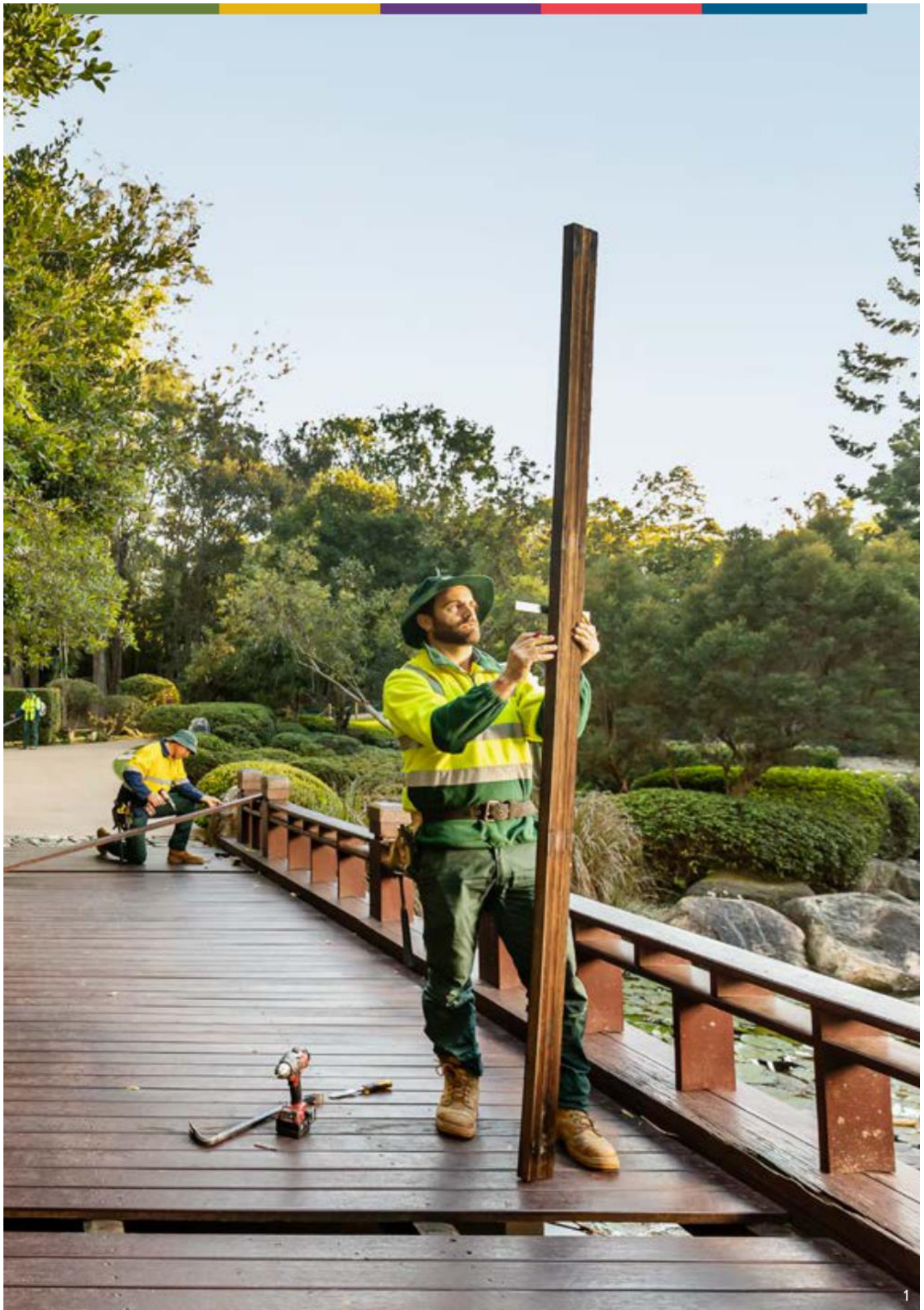
INTRODUCTION

The Recruitment Strategic Plan has been developed to support Ipswich City Council (council) in attracting and recruiting high quality candidates who will strengthen council's capability to achieve strategic and organisational goals. The strategy is aligned to the People and Culture Framework and Strategic Plan 2019-2021 and will take into account the recommendations of the Diversity and Inclusion Strategy and Action Plan 2019-2021.

The People and Culture Framework identifies Recruitment as a core service: To support managers in attracting and recruiting high quality candidates for well-defined positions, enabling appointments to be made in a timely and efficient manner that are fair, equitable and consistent with the principles of merit-based selection.

In order to meet the expectations of our stakeholders and ensure that we provide relevant and contemporary recruitment services, we need to:

- strengthen our foundation policies, administrative directives and procedures

- promote and reinforce our values and ensure our processes focus on recruiting people with values that align with our values

- promote council's commitment to a diverse and inclusive workplace

- promote the flexibility of working with council

- ensure best practice approaches are taken in recruitment and selection.

The Recruitment Strategic Plan outlines focus areas and key strategies for the next 12 months. Strategies have been developed as a result of feedback obtained through the extensive consultations process for the Framework and Strategic Plan.

BACKGROUND

Council's purpose and values were established as part of the Line of Sight culture change initiative. They influence the attitudes and behaviours of employees who work for council and have been incorporated into council policies, procedures and internal communications. They provide clear guidance to employees on what is considered to be fundamental in our organisation. The strategies proposed as part of this plan aim to ensure that through the recruitment process, candidates demonstrate attributes that are consistent with council's values of collaboration, communication, integrity, efficiency and leadership. While council's Position Description template has been revised to incorporate council's purpose statement and values, further opportunities have been identified to integrate these in all stages of the recruitment process.

Council's recruitment and selection practices are guided by the following principles:

- attracting and recruiting people of diverse backgrounds and people with disability whilst promoting gender equity

- selecting and appointing high quality candidates through competitive and merit based processes

- ensuring recruitment is carried out in a timely and cost effective manner

- ensuring candidate privacy and confidentiality is maintained

- ensuring potential conflict of interests are disclosed as soon as they are identified

- recruitment and selection is conducted in a manner that enhances council's reputation as an employer.

2

FOCUS AREAS 2020

The Recruitment Strategic Plan will focus on the following focus areas:

1. Attraction

We want candidates to be attracted to local government and understand council's desired culture and values from the outset. In order to position council as an attractive employer, we will develop an employee value proposition (EVP), incorporate our values into position descriptions, provide a new look for our advertisement templates and include employer branding initiatives to market Ipswich City Council (ICC) as an employer of choice in employment communications.

Council provides a range of positive employment initiatives and conditions (EVP), such as free health checks, generous superannuation, flexibility, study assistance and employee recognition programs which will be further developed and promoted in employment communications to attract future applicants.

Council's external employment advertisements follow a standard template and a range of information is available to potential candidates on our Careers page. In 2018, advertisements were updated to incorporate the purpose statement and revised artwork. We will further enhance our template to ensure that the look and feel is contemporary.

A new Position Description template was implemented in 2018. The new template includes our purpose and values as well as colour header and revised Corporate Expectations.

Position Descriptions will be updated to ensure that they are aligned with other initiatives such as changes to employee safety responsibilities.

2. Recruitment

Process: Recruitment is a core function of the People and Culture Branch and is administered by the Business Services and Administration Section (the Section). The Section will monitor procedures to ensure they support a fair and objective selection process that recognises our diverse community, drive continuous improvement of recruitment and selection processes (including a review of current delegations), establish effective relationships with partners (such as universities and TAFE), broker and engage external recruitment providers as appropriate to achieve cost competitive synergies and enhance candidate pools, and provide recruitment support services that include 'first cut' shortlisting, candidate care, selection process training and coaching, selection feedback and complaint handling support and resourcing strategies for hard to fill, specialist and high volume roles.

Partners: People and Culture Business Partners (Partners) will play a key role in supporting the business including responsibility for recruitment within their identified portfolio. Partners will advise and guide managers and staff involved in recruitment processes, to ensure consistency and adherence to procedures and policies. Partners will consult with business leaders regarding role design and requirements prior to advertising. Partners will guide selection panel composition to ensure adequate representation, expertise and transparency around potential conflicts of interest. Partners will also advise panel chairs on the giving of feedback to internal candidates.

Diversity and inclusion: Recruitment processes and practices will reflect best practice in terms of equity, diversity and inclusion.

The Diversity and Inclusion Strategy and Action Plan were developed in consultation with employees and aims to ensure that council will:

- celebrate and value diversity in everything that we do
- create a fair and respectful workplace
- build and retain diverse capabilities and experiences.

The following selected target groups were identified in the Strategy:

1. people with a disability
2. Aboriginal and Torres Strait Islander Peoples
3. people who are culturally and linguistically diverse
4. gender.

One of the focus areas in the Implementation Plan is a diverse workforce including improved representation of selected target groups. This includes the key action: Improve our ability to attract, recruit and retain people of diverse backgrounds.

Advertisements will include statements encouraging diverse applicants, selection panels will include diverse members and interviews will include questions on values and diversity. Panel members will be educated on the importance of acknowledging unconscious biases.

3

3. Selection

A number of actions have been identified in the People and Culture Framework to enhance council's selection practices.

Psychometric testing: Psychometric tests are a standard and validated scientific method used to measure an individual candidate's suitability for a role, based on the required personality characteristics and aptitude or cognitive abilities. Psychometric testing was used as a selection strategy for the selection of Branch and Section Managers following council's organisational restructure. While this may not be appropriate for all selection processes, there is now an appetite to determine the use of this tool, depending on position requirements.

Interviewing: Council's values have been incorporated in all stages of the employment cycle and will influence our recruitment practices along with the implementation of the Council Diversity and Inclusion Strategy. Council will continue to use behavioural-based interview questioning to ensure that both the 'what' and the 'how' a candidate performs are covered. The cultural fit of candidates will be emphasised as well as their alignment with our values.

Pre-employment screening: Pre-employment checks for new employees have been identified as an area of risk for the organisation. Current pre-employment checks include references from current/previous employers, qualification and licence checking. We do not currently conduct criminal history checks or checks via publicly available information. The employment of high-risk individuals can be minimised by increasing/improving our pre-employment screening. We will determine which checks are required depending on the roles/groups of roles and level of responsibilities.

4. Recruitment Resources

Council's Recruitment and Selection Administrative Directive has been finalised and includes a set of principles to ensure a transparent process whilst conforming to legislative requirements. While other resources have also been updated, these will need to be refined over the next 12 months as processes are reviewed.

Ongoing training and education: Through the implementation of the Recruitment Strategy, hiring managers and panel members will need to be provided with education regarding changes to policies, procedures and processes and provided with assistance relating to interviewing practices.

4

REFERENCES

- People and Culture Framework 2019-2021 which provides clear information on the services provided by the People and Culture Branch.

- People and Culture Strategic Plan 2019-2021 which focusses on developing a People and Culture services that supports, engages, leads and skills our workforce.

- Diversity and Inclusion Strategy 2018-2020.

- Diversity and Inclusion Implementation Plan 2018-2020.

- Diversity and Inclusion Administrative Directive.

- Recruitment and Selection Administrative Directive.

5

TIMEFRAMES

OBJECTIVE: Develop a capable and responsive workforce People and Culture Strategic Plan 2019-2021		
ACTION: Improve practices for attraction and selection of employees		
OUTCOME: ICC Recruitment Strategy and One-year Plan, Policy and Procedures are developed integrating best-practice attraction and selection methods and ICC values		
FOCUS AREAS 2020	**STRATEGY**	**Due Date**
Attraction – to improve the quality and quantity of applicants for all roles.	Review advertising strategy in relation to placement of online advertisements.	15 December 2019
	Update advertising template to incorporate diversity and inclusion statement.	15 December 2019
	Update Position Descriptions into new format incorporating council's purpose statement, values and workplace safety standards.	15 December 2019
	In consultation with Marketing and Promotions Branch, update Careers information site (external).	31 March 2020
Recruitment – improve the overall candidate experience and reduce time to fill.	Review People and Culture end-to-end recruitment processes. This includes determining the role of the People and Culture Partner in each stage of the recruitment and selection process.	31 March 2020
Selection – make better hiring decisions with an appropriate balance between technical skills, leadership capability (where applicable) and behavioural fit.	Prepare recommendations for the Executive Leadership Team's (ELT's) discussion and consideration to improve council's pre-employment screening including criminal history checking, background checking and qualifications verification.	31 March 2020
	Prepare recommendations for ELT's discussions and consideration for the introduction of psychometric testing as a selection tool to assist in best fit appointments.	31 March 2020
	Review current reference checking process.	30 June 2020
Recruitment resources – clarity around roles and responsibilities coupled with proactive support from People and Culture to build hiring manager capability.	Review of recruitment delegations.	30 January 2020
	Finalise Recruitment and Selection Administrative Directive and Secondments Administrative Directive.	15 December 2019
	Update Recruitment Procedure.	15 December 2019/ ongoing
	Review Recruitment and Selection Training and Recruitment Manual incorporating changes to policies, procedures and processes and integrating diversity and inclusion principles.	Ongoing
	Develop Recruitment and Selection resources for Hiring Managers and Selection Panels (including development of recruitment and selection timelines and toolkits).	30 November 2020

6

Ipswich City Council
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666
council@ipswich.qld.gov.au
Ipswich.qld.gov.au

Join us online:

/IpswichCityCouncil

/IpswichCouncil

/ipswich-city-council

/IpswichCityCouncilTV

City of Ipswich
Safety and Wellbeing Strategic Plan

2019–2021

Ipswich.qld.gov.au

CONTENTS

MESSAGE FROM THE CEO

To have a good strong safety culture, an organisation needs to have safety and wellbeing at its core, not just a priority. Ipswich City Council services can only be provided by a safe, engaged and operationally ready workforce. Delivering quality outcomes for all of our customers and the safest possible workplace for our staff must be the foremost concern for all of us at council.

Everyone must take ownership of our safety and wellbeing performance and be responsible for our own safety and the safety of our colleagues. This will help us to achieve a zero harm culture and work towards our goals of eliminating workplace injuries and developing a resilient workforce.

To improve the safety and wellbeing of our staff, we have developed the Ipswich City Council Safety and Wellbeing Strategy. This strategy describes how we will build the safety awareness, capability and accountability that is necessary to achieve our strategic goals over the next three years, 2019/20 to 2021/22, while providing the safest workplace possible.

We will build a safety first culture where everyone is committed to councils safety and wellbeing expectations and has the knowledge and skills to do their jobs safely. We will appropriately fund and implement targeted preventative programs to improve the safety and wellbeing of our workforce.

Whatever your role, you have my authority and full support to stop what you are doing, or what someone else is doing, if our safe work systems or controls are not effective, or you think it is unsafe. Advise your supervisor immediately and re-assess the task before proceeding. You will be fully supported, encouraged and applauded for following our core of Be Safe Stay Safe.

EXECUTIVE SUMMARY

The Safety and Wellbeing Strategic Plan 2019–2021, outlines Ipswich City Council's commitment to providing a healthy and safe workplace for all workers. This plan sets the direction for achieving sustainable improvement to the way health and safety is managed within council. The safety and wellbeing strategy details council's plans to improve the health, safety and wellbeing of our workers and describes the actions the organisation will take from 2019 to 2021. This plan also reflects council's commitment to continuous system improvement and legal compliance.

The strategic plan is based on **five key priority areas** which are identified and detailed within this document:

1. Safety and Wellbeing Strategy and Framework;
2. Wellbeing and Engagement;
3. Improve Safety and Wellbeing Leadership and Culture;
4. Reduce the impact of Injury and Illness;
5. Proactively Manage Workplace Health and Safety Risk.

This plan **identifies and considers**:

- Key issues and our operating environment (externally and internally);
- Background and performance information regarding WHS;
- Our Vision and Strategic Alignment;
- Our Strategic objectives and operational plans requiring implementation

INTRODUCTION

These five programs of work are significant in body and shall have a fundamental impact on the success of the Safety and Wellbeing strategy. The implementation of this plan occurs on two levels within council. The corporate development of initiatives and programs of work which then cascade to the departmental level. This will enable a coordinated and consistent approach that supports both the departmental needs as well as council strategic objectives.

The five (5) priorities are based upon the results of audits, incident and injury analysis, consultation with key stakeholders, Ipswich City Council strategic direction, Australian WHS Strategy 2012–2022 and the Worksafe Queensland five year strategic plan 2019–2023. The priorities are endorsed by the executive leadership team.

Each strategic priority is underpinned by a subordinate program that contains information relating to legal obligations, specific actions, responsibilities, training where relevant, allocation of resources, targets and performance indicators.

2

RESPONSIBILITIES

Executive Leadership Team:

- Approve the strategic plan as a component of the safety management system framework;

- Ensure the provision of the required resources (human and financial) to support its implementation;

- Role model safety behaviour and lead by example;

- Provide an environment that supports worker engagement, health, safety and wellbeing;

- Endorse and support the implementation of safe systems of work to safeguard worker health; safety and wellbeing;

- Oversee progress of the plan.

Departmental Managers:

- Ensure health, safety and wellbeing is managed in accordance with the approved planning processes;

- Develop and implement local action plans in consultation with workers and the safety and wellbeing unit;

- Ensure local plans reflect the strategic plan priorities where indicated;

- Engage with workers to promote and improve health and wellbeing;

- Risk assessing tasks and implementing necessary control measures to prevent or minimise the impact of injuries and incidents and consider the necessary support mechanisms at work.

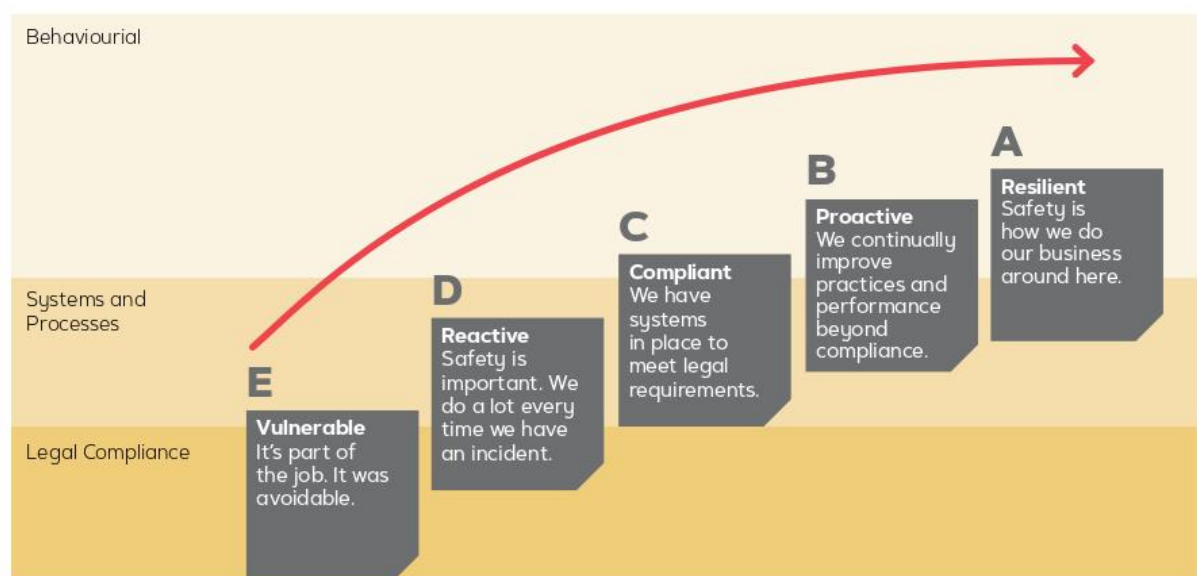**Safety and Wellbeing Unit:**

- Guide and support the implementation of strategic priorities incorporated within local action plans;

- Monitor progress towards achieving the local action plan's requirements and provide ongoing internal customer feedback;

- Provide expert advice as required;

- Develop subordinate programs to assist in meeting the strategic outcomes;

- Monitor and report progress through the safety and wellbeing monthly report to the executive leadership team and the health and safety board;

- Review progress annually to ensure continued relevance and effectiveness;

- Communicate any changes to workers in accordance with standard consultation and communication arrangements, subject to endorsement where applicable.

3

BUILDING A STRONGER SAFETY AND WELLBEING CULTURE

The Ipswich City Council Safety and Wellbeing Strategy recognises we can improve our safety and wellbeing outcomes by building our culture, we need to move on from a culture that has primarily been focused on reaction to incidents, injuries and illness.

To be successful in improving safety and wellbeing and reducing harm to our workers, we need mature safety systems. We also need to build a culture where safety and wellbeing is understood as everyone's responsibility and we are continually improving practices and performance beyond compliance. This will put us on a pathway to building our safety and wellbeing resilience.

Behaviourial

Systems and Processes

Legal Compliance

A
Resilient
Safety is how we do our business around here.

B
Proactive
We continually improve practices and performance beyond compliance.

C
Compliant
We have systems in place to meet legal requirements.

D
Reactive
Safety is important. We do a lot every time we have an incident.

E
Vulnerable
It's part of the job. It was avoidable.

4

WE WILL KNOW OUR SAFETY AND WELLBEING CULTURE IS IMPROVING WHEN

|		
Safety and wellbeing leadership is evident at all levels of the organisation	Senior leaders communicate to workers about safety and wellbeing regularly, consistently and clearly	There is regular communication with workers regarding safety risks
Workplace health and safety is valued and considered in all decision making	We have a collective understanding of key risks and measures to mitigate them	Our workers receive prompt medical treatment, which reliably informs return to work pathways
Individuals hold themselves accountable with few 'at risk' behaviours occurring. They look out for each other's safety	We develop and implement health and safety initiatives that are targeted at key risk areas	We have an injury management system that delivers early intervention strategies and flexible return to work options
Safety is embedded into everyday work practices	We regularly monitor the impact and effectiveness of initiatives	We achieve sustainable return to work outcomes for our workforce
We have a collaborative partnership with WorkCover ensuring excellent service delivery and best possible financial outcomes for council	It's easy to be informed, easy to communicate and easy to share learnings about safety	Our systems inform our workforce regarding safety and wellbeing
Council has policies, procedures and systems that enable effective safety and wellbeing management	We understand what knowledge and skills are needed	We have high functioning safety consultation mechanisms

5

SAFETY LEADERSHIP

Safety leadership is crucial at all levels of council. Safety leadership is a social process of influencing others to adopt health and safety as an important work goal. Through showing certain behaviours in the workplace, team leaders, managers and executives can help build workers safety knowledge and motivation, to increases compliance with safety rules and encourage proactive safety behaviours.

Ipswich City Council will be implementing a LEAD safety culture model. The LEAD model was developed to enable frontline leaders to meet challenges using a systems-based approach.

Developed in collaboration between the Office of Industrial Relations, Curtin University and the University of Queensland, the LEAD model offers council an evidenced based approach to measuring, understanding and improving safety culture.

The LEAD model integrates many theories of leadership into one package. This package targets frontline leaders (team leaders and supervisors) as they are well-placed to impact work health and safety.
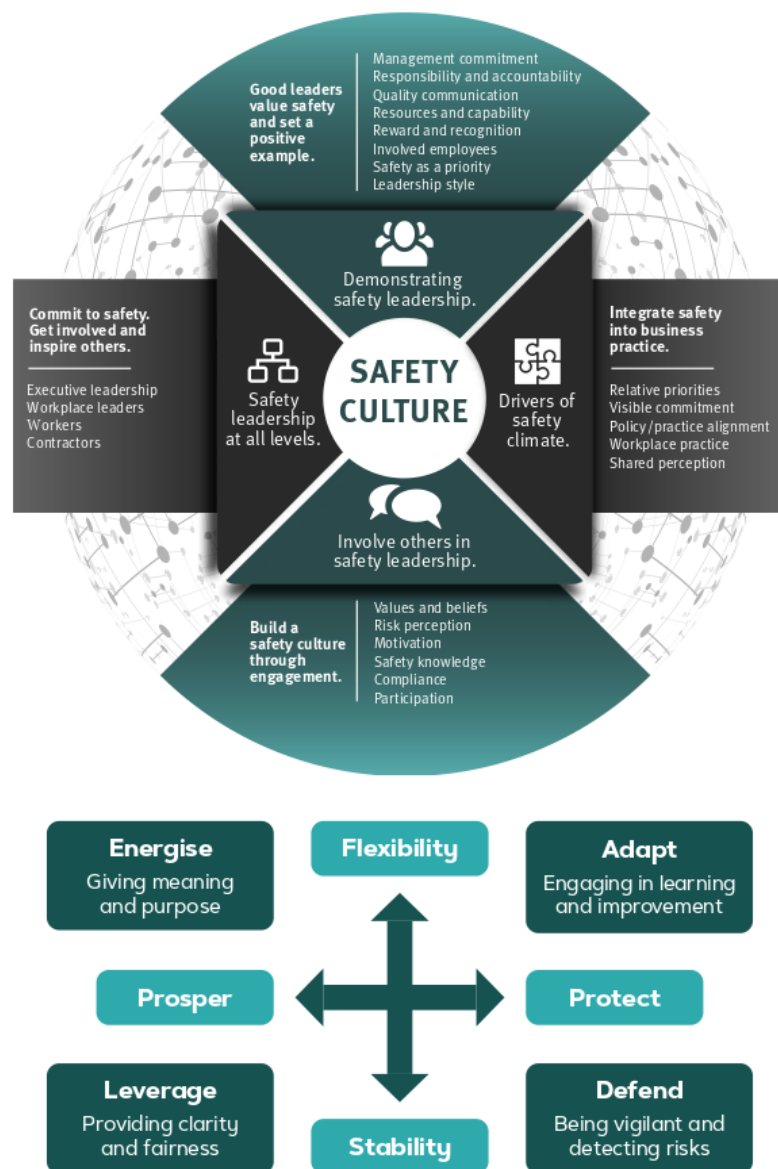
© Queensland Government 2016

6

SAFETY AND WELLBEING STRATEGY AND FRAMEWORK

Priorities	Action	Desired outcome	Performance measure	Timeframe
Safety and Wellbeing Strategy and Framework ▪ WHS System Development ▪ WHS Reporting and Metrics	**Safety and Wellbeing performance report**	Development of a lead and lag indicators report detailing department and branch performance.	Report completed monthly and submitted to the ELT and HSE Board.	August 2019
	Presentation of strategic plan to Executive Leadership Team	Endorsement of WHS Strategy and funding of budget to enable strategy roll out.	Progress reports completed each quarter and submitted to the ELT.	August 2019
	Gap analysis audit of current state against AS/ NZS ISO 45001:2018	Completion and development of audit report by globally certified ISO auditor detailing work required to achieve ISO framework standard.	Presentation and recommendation's to ELT.	August 2019
	Targets set for lost time injury frequency rate (LTIFR) and medically treated injury frequency rate (MTIFR)	ELT approved targets are communicated and implemented.	Frequency rates are reported monthly. All LTI's are reported directly to the CEO by the branch manager. ALL MTI's are reported directly to the CEO by GM. All injury rate targets met with exceptions explained to the CEO.	September 2019
	Development of safety and wellbeing performance KPI's at an executive and senior management Level.	KPI's' are endorsed by the executive leadership team. KPI's are implemented at an ELT, General Manager, Manager and Supervisor level.	KPI targets are met and reports are completed monthly with targets not met exceptions explained to the CEO by the GM.	September 2019
	Safety management framework development	Completion of a AS/NZS ISO 45001:2018 safety management system and progressive roll out.	Presentation of the framework to the ELT, endorsed for rollout through the organisation.	September 2019
	Full implementation of the strategy	Integration of strategy between corporate and departmental level.	Audit completed by internal audit with results presented to the ELT.	September 2021
	ISO accreditation	Framework accreditation to AS/NZS ISO 45001:2018.	Issue of certification from ISO board.	June 2022

7

WELLBEING AND ENGAGEMENT

Priorities	Action	Desired outcome	Performance measure	Timeframe
Wellbeing and Engagement ■ Mental Health and Wellness ■ Physical Health and Wellness	**Mental health first aid and triage**	Nationally recognised mental health first aid training is provided to twenty key ICC workers.	Review of attendance and training success. Reviewing data including sickness absence. Quality of service questionnaire's completed by workers.	September 2019
	Identify the actual organisational drivers of health and wellbeing	A comprehensive needs assessment is developed that will target the actual organisational drivers of health and wellbeing.	Development of an evidence based health and wellbeing strategy. Wellness wise academy to deliver nationally recognised training on developing wellness strategies to WHS.	December 2019
	Develop Wellbeing communication strategy. Wellbeing framework is communicated and implemented across ICC	Information is widely available in an accessible format to all workers on health and wellbeing matters, initiatives, updates and services.	Monthly audits on I.T systems and intranet to determine methods of information access. Participants at wellbeing activities surveyed to determine uptake and effectiveness.	December 2019
	Wellbeing activities target organisational needs	An integrated approach to health and wellbeing rather than standalone events.	Wellbeing performance reported on monthly as part of the safety performance report presented to the ELT.	December 2019
	Review effectiveness and uptake of the employee assistance program	Engagement and full utilisation of the employee assistance program (EAP) including greater focus on supervisor and manager support.	Review of monthly report detailing support services referrals to EAP.	December 2019

8

IMPROVE SAFETY AND WELLBEING LEADERSHIP AND CULTURE

Priorities	Action	Desired outcome	Performance measure	Timeframe
Improve Safety and Wellbeing Leadership and Culture ▪ Prompting our leaders to have genuine conversations about safety and wellbeing when making decisions and planning work. ▪ Workers have the work health and safety capabilities they require.	**LEAD safety culture survey** **LEAD safety culture model** **LEAD frontline safety training**	Enhance employee safety knowledge and their motivation to behave safely. Increase the uptake of safety related policies and programs. Improve worker perception of more support available from management. Reduce the number of incidents by employees and workgroups.	Review the LEAD safety culture survey results with management team and develop an action plan. Use monitoring metrics to provide regular reports to senior management and workers to maintain momentum and sustain the changes implemented. 100% completion of face to face safety training.	September 2019 – January 2020
	Leadership safety interventions	ELT, Managers and Supervisors direct observations of workers to assess safe / unsafe practices and safe / unsafe conditions. A focus on safety conversations that identify hazards and risks during site visits.	Completion of safety observation and interactions which are reported on monthly as part of the safety report.	September 2019
	Review of PCBU and officers duties – legislative requirement's and Safety Leadership training events	WHS duties and obligations presentation delivered to ELT by ICC solicitors. Ongoing case law and prosecution updates. Monthly safety topic is presented to the ELT and branch managers are regularly informed of changes impacting work health and safety.	Presentation's, case law and prosecution updates are documented in ELT meeting minutes. Branch manager attendance at scheduled presentation's is communicated to the ELT monthly.	September 2019
	Refurbish the WHS induction and introduce WHS on boarding program for all new workers	Development of a WHS induction and on boarding program to include competency based activities during workers buddy phase which are directly related to the risk profile of their work area.	Induction and activities assigned through E-Hub. 100% completion of induction. 100% completion competency based learning activities during buddy phase.	December 2019
	Monthly training activities for all workers	Assigning learning activities and competencies based on legislation, codes of practice and Australian standards for role specific risks.	Activates assigned through E-Hub. 100% achievement of all learning activities.	December 2019
	Safety and wellbeing performance linked to position descriptions and performance reviews	Safety delegations and accountabilities to be clearly articulated in position descriptions, link these responsibilities to performance reviews to ensure leadership and managers can be recognised and held accountable for their safety performance.	Employee performance reviews contain evidence based results against position description's and KPI's. PD's reflect delegations and accountabilities.	March 2020

9

REDUCE THE IMPACT OF INJURY AND ILLNESS

Priorities	Action	Desired outcome	Performance measure	Timeframe
Reduce the impact of injury and illness ■ Improve return to work and stay at work performance ■ Prevention of muscular skeletal and overuse injuries ■ Improve the reporting of injuries and expedite the return to work of injured workers	Review the provision of workers compensation insurance	Forming a partnership with Local Government Workcare (LGW) to deliver long term strategies and resources to strengthen this partnership for support our injured workers.	LGW to deliver face to face training and provide resources to our frontline managers on injury prevention and management. Reduction in the claims duration rate. 80% of claims closed within 8 weeks.	September 2019
	Targeted injury and illness training	Occupational therapist delivery of proactive training initiatives that are consistent with like industry risks, adjusted to meet most up to date medical technology are in line with the risk profile of work area.	Monthly performance reviews completed on the contracted occupational therapist sent to procurement. Results of training compared each month against workers compensation dashboard.	September 2019
	Effective injury/illness prevention and management	Establishment of an early intervention program to identify and implement opportunities to prevent and or provide injury/illness management services.	LGW delivery of an Advanced Injury Prevention and Management program throughout all of council. The program should provide management and tools to: ■ Prioritise safety and return to work issues ■ Review safety processes and procedures ■ Encourage workers to act safely by involving them in safety decisions ■ Determine how to implement a successful return to work scheme for an injured worker ■ Understand our legislative responsibilities as an employer. ■ 10% reduction in workers compensation claim numbers from the past years results.	December 2019
	Development of workplace injury management procedure with insurance directed KPI's	Enhanced arrangements to ensure the timely reporting, transparent and consistent management of ill and injured workers, including provision of transitional duties and safe duties to help workers remain at work or return to work as soon as possible following an injury.	ELT approval of workplace injury management procedure. Workers compensation dashboard reporting is included in the monthly safety report with dashboard access given to ELT for live access.	December 2019
	Prevention and education of manual handling and overuse syndrome injuries	Re engagement of an occupational therapist to work in conjunction with our return to work co-ordinators and our insurer to deliver subject matter expert support to our injured workers.	Successful on boarding of an occupational therapist provider. Monthly measurement and comparison of manual handling injuries. Reduction in muscular skeletal and overuse injuries resulting in claims by at least 10% year on year.	December 2019

10

PROACTIVELY MANAGE WHS RISK

Priorities	Action	Desired outcome	Performance measure	Timeframe
Actively Manage WHS Risk ▪ Establish a WHS Risk Management Framework ▪ Risk management processes are streamlined to improve the end-user performance. ▪ Third Party and Contractor Interface Management	**Safety in design, planning and contracting**	Hazard management principles are applied at the design and planning stage of all projects and contracts with a focus on continual improvement to eliminate / mitigate risk of injury, long-term ill effects or recurrence of injury.	Safety and Wellbeing consultation is a standalone item included on all tender, supplier and contract documents. WHS advisor details to be entered onto all project and planning documents as evidence of WHS consultation.	September 2020
	Departmental safety risk profiles (DSRF's)	Risk profiling of all separate branches within each department that will; define the activities undertaken by each department; identify the nature and level of the hazards/ risks faced by each department; the likelihood of risk outcomes occurring; the level of disruption and costs associated with each type of risk; the effectiveness of controls in place to manage those risks; recommended controls to manage the risks.	Full completion and implementation of all DSRF's.	September 2020
	Pre task job discussions and risk assessments	Development and implementation of a pre task '5' minute risk assessment checklist for all workers called Stop, Look, Assess, Manage (SLAM).	One SLAM for each work process per day completed either individually or 1 per work group. Completion measured against planned jobs and reported on monthly.	December 2020
	Introducing technology to manage, track, assess and eliminate risk	Introduce an online risk assessment process with a standard electronic template and an automatic review trigger mechanism. Expand to include an electronic action tracker recording system to ensure all activities originating from reports, audit findings and incident investigations are actioned.	ICT and WHS to evaluate current supplier of EHS system to determine technology offerings and system capability.	December 2020
	Contractor management	ELT approval of an end to end robust contractor management process from procurement/supply through to completion of projects. Achievement of contractor KPI's and performance standards to form part of contract terms with financial or other penalties for non-conformance and or safety breaches.	Contractor inspection and evaluation schedules and KPI's to be determined during pre-start meeting and included in contract. Contractor monitoring to included progressive reviews with a final report sent to procurement.	March 2021

11

Page 32 of 46

Ipswich City Council
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666
council@ipswich.qld.gov.au
Ipswich.qld.gov.au

Join us online:
/IpswichCityCouncil
/IpswichCouncil
/ipswich-city-council
/IpswichCityCouncilTV

City of Ipswich
People and Culture Strategic Plan

2019–2021

Ipswich.qld.gov.au

CONTENTS

PERIOD OF EFFECTIVENESS

The People and Culture Strategic Plan will be effective from 30 September 2019 - 30 June 2021. It will operate according to a fiscal year to ensure alignment with corporate planning and budgeting processes.

INTRODUCTION

Purpose

The People and Culture Strategic Plan is designed to support Ipswich City Council in the achievement of the goals of our Corporate Plan and Advance Ipswich initiatives. The plan also focusses on developing a People and Culture service that supports, engages, leads and skills our workforce, both for today and tomorrow. Through the effective management of our people, we will be able to provide quality and sustainable services to the community whilst planning for future growth.

People and Culture Framework

The People and Culture Strategic Plan has been developed following the conduct of a highly consultative and collaborative People and Culture review by external consultants that led to the development of a People and Culture Framework.

The People and Culture Review delivered:

- a People and Culture Framework – that provides a clear description of the future role and contribution of People and Culture, based on the findings of the review

- an Action Plan arising out of the People and Culture Framework – that identifies the priority actions required to develop the P&C team and its ways of working to enable the effective introduction and delivery of the services and commitments outlined in the People and Culture Framework

Additional engagement as well as formal and informal discussions with stakeholders supports the view that significant, transformational change must occur within the People and Culture branch for it to provide a value-adding and trusted service. This is further supported by the key findings of the 2019 Culture Survey. Previous reviews also identified inadequate development of both strategic and operational planning and implementation processes in People and Culture.

The Way Forward

This Strategic Plan is therefore, in large part, a transitionary plan for Ipswich City Council that aims to set the foundations for future service excellence by addressing and remediating core issues identified to date.

During this transitionary period, a greater reliance on external partners and contractors is anticipated in order to meet strategic commitments and to boost team capacity and capability to deliver the range of services outlined in the People and Culture Framework.

A key premise for engagement of these third parties is that they will work collaboratively with the People and Culture team in order to boost immediate capacity whilst building future internal capability.

2

PEOPLE AND CULTURE'S VALUE PROPOSITION

We are a respected and trusted partner, advisor and advocate that supports and enables values-aligned 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.

COMMITMENT TO OUR WORKFORCE

We will role model and uphold the highest standards of ethical conduct, treating people with dignity, respect and compassion to foster a work environment that is inclusive and free of harassment, intimidation and unlawful discrimination. Through coaching, mentoring, formal programs and interventions, we will champion

the development of highly effective and competent leaders and managers and a culture of performance, accountability and transparency. We will listen to employees and demonstrate empathy in our interactions, taking and/or supporting appropriate action to achieve resolution of issues and positive outcomes.

OUR VALUES

We will role model Council's values in all aspects of our work. We will advocate for the values in our interactions with others and 'call out' misaligned behaviours and take appropriate corrective action.

We will embed, reflect and drive our values through our policies, procedures, and practices, and advocate for them to provide stewardship, driving consistency in decision making and the treatment of our people at all levels.

OUR PURPOSE
Together we proudly enhance the quality of life for our community

COLLABORATION
We work together towards a common purpose and understand every employee plays a role in our success.

COMMUNICATION
We communicate openly and ensure diverse voices are being heard and valued.

INTEGRITY
We have a professional and respectful workplace and are motivated by public rather than private interests. We inspire others to act ethically.

EFFICIENCY
We provide enhanced service to the people of Ipswich and we aim to get it right, first time.

LEADERSHIP
We engage the heads, hearts and hands of our people to achieve our purpose. Recognition is part of our every day.

PEOPLE AND CULTURE STRATEGIC DIRECTION 2019-2021

We will provide a customer centric People and Culture service that focuses on enabling and supporting the ethical, efficient and effective operation and leadership

of our various services where each and every employee feels safe, protected, supported and valued.

3

PEOPLE AND CULTURE STRATEGIC OBJECTIVES

BUILD A CREDIBLE AND VALUED PEOPLE AND CULTURE BRANCH

We will implement and deliver on the People and Culture Framework in order to live up to our stated value proposition.

CREATE A VALUES-BASED CULTURE

We will create a values-aligned culture that supports and upholds our Behaviour Principles in everything we do, and which ensures ethical, responsible behaviour by all.

ENSURE OUR PEOPLE STAY HEALTHY, SAFE AND PROTECTED FROM HARM

We will build a safety-first culture with a zero tolerance to harm where we all feel confident and committed to actively ensuring our personal and collective safety and wellbeing.

DEVELOP CAPABLE AND ACCOUNTABLE LEADERSHIP

We will develop our collective and individual leadership capability and strengthen our focus on outcomes and accountability at all levels.

ENSURE EVERY PERSON FEELS VALUED AND SUPPORTED

We will implement strategies that recognise and support the uniqueness, qualities and strengths of each person in our organisation to ensure they feel valued, confident and fairly treated at work.

DRIVE THE EFFECTIVE MANAGEMENT OF CHANGE

We will support the effective and thoughtful management of change and support our people as they adapt and respond to our changing environment and community needs.

DEVELOP A CAPABLE AND RESPONSIVE WORKFORCE

We will implement strategies that ensure we understand, plan for and respond to our current and future workforce capability and capacity requirements, to be able to deliver on our short- and long-term corporate objectives.

01 02 03 04 05 06 07

4

ACTIONS, PERFORMANCE MEASURES, RESPONSIBILITIES AND TIMEFRAMES TO DELIVER ON EACH OBJECTIVE

1. Build a credible and valued People and Culture branch			
We will implement and deliver on the People and Culture Framework in order to live up to the stated value proposition.			
Action	**Key Performance Measure (outcome)**	**Responsibility**	**Timeframe**
1.1. Implement the People and Culture Action Plan and Framework	▪ All actions outlined in the People and Culture Action Plan implemented ▪ Client feedback system developed and introduced. ▪ People and Culture Reporting mechanisms established ▪ People and Culture KPIs and SLAs developed and implemented ▪ The full range of services outlined in the People and Culture Framework are being delivered.	Manager, People and Culture	30 June 2020 30 June 2020 30 June 2020 30 September 2020 31 June 2021
1.2. Review and build system capability to meet operational and strategic reporting requirements	▪ Undertake review and gap analysis of current People and Culture system capability, particularly in relation to reporting requirements ▪ Make recommendations for addressing gaps in capability ▪ Implement recommendations	Manager, People and Culture	30 June 2020

5

2. Create a values–aligned culture			
We will create a values-aligned culture that supports and upholds our Behaviour Principles in everything we do, and which ensures ethical, responsible behaviour by all.			
Action	**Key Performance Measure (outcome)**	**Responsibility**	**Timeframe**
2.1. Develop and implement a Values and Behaviour Principles Framework.	▪ Behaviours (aligned with ICC's values) developed, approved and collaboratively rolled out to all staff ▪ ICC values and behaviours are integrated into the daily practices of Council through policies, procedures, code of conduct, role descriptions, performance discussions and other supporting documentation and practices	Organisational Capability and Projects Manager	31 March 2020 30 June 2021
2.2. Develop and implement a Performance Framework	▪ Performance Framework (performance and feedback program), reflecting ICC values and behaviours and which includes expectation setting for leaders and employees, developed and approved ▪ Performance Framework introduced, including training for employees and leaders in its use, and first round performance discussions completed	Organisational Capability and Projects Manager	30 June 2020 30 September 2020
2.3. Review Values and Behaviour Principles Framework for ongoing relevance	▪ A review of ICC's organisational values and behaviours for ongoing relevance and alignment with cultural development objectives collaboratively conducted	Organisational Capability and Projects Manager	30 June 2021

6

3. Develop capable and accountable leadership

We will develop our collective and individual leadership capability and strengthen our focus on outcomes and accountability at all levels.

Action	Key Performance Measure (outcome)	Responsibility	Timeframe
3.1. Develop Leadership Competency Framework	• A set of Leadership Competencies, scaled for all leadership levels from first line supervisors/managers upwards, developed and approved	Organisational Capability and Projects Manager	31 December 2019
3.2. Develop ICC Leadership Skills and Capability Development Program	• Skills gap analysis, based on the Leadership Competencies and manager accountabilities outlined in the People and Culture Framework, conducted • ICC Leadership Development Program, aligned with the outcomes of the skills gap analysis, developed and approved for implementation • Successful completion of the Leadership Development Program (Core Skills) by all leaders from supervisor level through to ELT	Organisational Capability and Projects Manager	31 March 2020 30 June 2020 30 September 2020
3.3. Establish leadership Performance and Accountability Key Performance Indicators. (KPI's)	• Corporate KPIs agreed by ELT and accountability mapping completed • All leaders from supervisory level upwards have Performance Plans in place that include individual and team KPIs	Manager, People and Culture	30 September 2020

4. Drive the effective management of change

We will support the effective and thoughtful management of change and support our people as they adapt and respond to our changing environment and community needs.

Action	Key Performance Measure (outcome)	Responsibility	Timeframe
4.1. Develop and implement ICC's change management methodology and practices	▪ Standardised Change Management Practices and Procedures for managing, monitoring and evaluating change events of varying scale within ICC developed ▪ Skills development programs developed and rolled-out to all leaders and employees who are involved in the implementation of change within ICC	Organisational Capability and Projects Manager	30 June 2020 31 December 2020
4.2. Develop and conduct Team Effectiveness and Alignment Programs	▪ Programs and/or interventions that support the building and cohesion of teams developed ▪ Team Effectiveness and Alignment workshops conducted with identified teams ▪ Participant feedback and team progress monitored for continuous improvement purposes.	Organisational Capability and Projects Manager	30 March 2020 30 June 2020 Ongoing

8

5. Develop a capable and responsive workforce

We will implement strategies that ensure we understand, plan for and respond to our current and future workforce capability and capacity requirements, to be able to deliver on our short- and long-term corporate objectives.

Action	Key Performance Measure (outcome)	Responsibility	Timeframe
5.1. Improve practices for attraction and selection of employees	▪ ICC Recruitment Strategy and One-year Plan, Policy and Procedures are developed integrating best-practice attraction and selection methods, ICC Values and Competency Frameworks ▪ Secondment and temporary appointment process reviewed and updated	Business Support and Administration Manager	31 December 2019 31 December 2019
5.2. Develop ICC Workforce Strategy and Branch Workforce Plans	▪ ICC Workforce strategy developed ▪ Three-year Workforce Plans to Branch level in place (incorporating recruitment and selection priorities)	Organisational Capability and Projects Manager	30 June 2020 30 June 2021
5.3. Develop a Competency Framework to guide future workforce development and recruitment	▪ Competency Framework for all key job families developed ▪ Position description templates developed for key job families	Organisational Capability and Projects Manager	30 June 2020
5.4. Develop Learning and Development strategy and plan	▪ ICC Learning and Development strategy developed in alignment with Competency Framework ▪ ICC corporate Learning and Development Plan in place	Organisational Capability and Projects Manager	30 June 2020 30 June 2021
5.5. Develop succession plans for all identified key roles	▪ ICC's Succession Planning strategy and program developed and approved ▪ Succession Plans in place for key (critical, managerial and hard-to-fill) roles	Organisational Capability and Projects Manager	31 December 2020 30 June 2021

9

6. Ensure every person feels valued and supported

We will implement strategies that recognise and support the uniqueness, qualities and strengths of each person in our organisation to ensure they feel safe, valued and fairly treated at work.

Action	Key Performance Measure (outcome)	Responsibility	Timeframe
6.1. Develop ICC's Employee Complaints and Grievance Management Framework	▪ Policies and Procedures to address Employee Complaints and Grievances developed and updated ▪ Building on training and awareness already undertaken for PIDs and the complaint management framework programs on managing, raising and reporting of grievances and concerns are conducted for all employees that achieves understanding of awareness of roles and responsibilities	People and Culture Partners Manager, People and Culture Organisation Capability and Projects Manager	31 December 2019 31 March 2020
6.2. Employee Engagement – Diversity and Inclusion	▪ ICC's Diversity and Inclusion Policy and Strategies reviewed, enhanced and endorsed ▪ Diversity and Inclusion awareness training rolled out ▪ Diversity and Inclusion action plans and KPIs developed (incorporated into workforce plans)	Organisation Capability and Projects Manager	31 December 2019 31 March 2020 31 December 2021
6.3. Ensure equitable and transparent Remuneration Policy and procedures	▪ ICC's Remuneration Policy and Procedure developed to ensure fair and equitable practices, particularly regarding job evaluation ▪ External remuneration benchmarking conducted for a representative sample of salaried positions ▪ Internal remuneration benchmarking conducted for all salaried positions ▪ Strategies for addressing or rectifying anomalies or inconsistencies in classifications developed	Business Support and Administration Manager	31 March 2020 31 December 2020 30 March 2021 30 June 2021
6.4. Consistent Rewards and Recognition practices are applied	▪ ICC's Rewards and Recognition Policy and programs reviewed and enhanced ▪ Employee engagement program developed and implemented	Organisational Capability and Projects Manager	31 June 2020 30 September 2020

7. Ensure our people stay healthy, safe and protected from harm

We will build a safety-first culture with zero tolerance to harm where we all feel confident and committed to actively ensuring our personal and collective safety and wellbeing.

Action	Key Performance Measure (outcome)	Responsibility	Timeframe
7.1. Develop a Safety Culture and improve safety leadership	▪ ICC's Safety Competency Framework identifies behaviours critical to achieving a safety culture	Workplace Health, Safety and Wellbeing Manager	30 September 2019
	▪ Safety leadership program developed and implemented		31 December 2019
	▪ WHS reporting and metrics framework developed and implemented including corporate safety KPIs are established and reflected in the Performance Framework and leadership KPIs		31 December 2019
	▪ Continuous improvement mechanisms and feedback frameworks in place		31 December 2019
	▪ Safety responsibilities are incorporated into all role descriptions and staff understand the behaviours expected of them		31 March 2020
	▪ Instances and severity of workplace injuries, illnesses and Workcover claims are reduced in line with targets and corporate KPIs		30 June 2020
	▪ WHS rebranding and communications plan developed and implemented		30 June 2020
7.2. Develop and implement a Mental Health and Wellbeing Strategy (Wellbeing and engagement)	▪ Safety and Wellbeing Strategic Plan endorsed	Workplace Health, Safety and Wellbeing Manager	31 December 2019
	▪ Multi-dimensional Mental Health and Wellbeing Strategy developed and endorsed (based on identified drivers of iHealth)		31 March 2020
	▪ Promotion and awareness program that supports the Mental Health and Wellbeing Strategy developed, piloted and implemented		30 June 2020
	▪ Induction module for Mental Health and Wellbeing program developed and endorsed		30 June 2020
	▪ Workplace attendance rates improve (reduced absenteeism) in line with targets and corporate KPIs		30 June 2020