

People and Culture Progress Report

Details	Implement the People and Culture Strategy	Governance Oversight	Acting General Manager - Corporate Services
Project Manager	People and Culture Manager	Reporting Period	January to March 2022
Overall Health	<p>The People and Culture Strategy 2021 – 2026 focuses on the delivery of the three key objectives:</p> <ol style="list-style-type: none"> 1. Strengthen our People and Culture services and products to ensure council is a trusted and leading organisation 2. Actively improve our employee experience where staff are empowered, connected and supported for exceptional individual and council performance. 3. Foster a safe and accountable workforce that thrives within an environment of inclusion, wellbeing and respect. <p>The impact of several public health directives (PHD) mandating COVID-19 vaccinations for certain venues in late December 2021 has impacted the delivery of some key initiatives in Quarter 3. The People and Culture Branch had to pivot to focus on ensuring 454 employees provided proof of vaccination in order to be able to conduct their roles whilst meeting requirements under the new PHDs.</p>		

Key Project Area	Actions	Progress this Period
Performance	<p>Performance check-in pilot</p> <p>Inspiring Leaders Program module 2 (Quality Conversations) and module 3 (Performance Planning)</p> <p>Team Effectiveness Program</p>	<ul style="list-style-type: none"> • The new performance check-in Form was sent to 177 pilot participants to commence a performance and career development discussion. We are now at the mid-point of the pilot with low levels of engagement with the process. P&C continue to explore 'best practice' solutions as we take learnings from the current pilot. Next steps will be discussed at Executive Leadership Team meeting on 5 April 2022. • Delivery of the Quality Conversations module (6 weeks) continues to remaining Inspiring Leaders participants - covering effective communication, active listening, difficult situations, conflict resolution and providing feedback • Performance Planning module (6 weeks) has commenced delivery to Inspiring Leaders participants in March 2022 focused on alignment to and delivery in support of the performance framework. • Team effectiveness program workshops continue to be in demand, however COVID restrictions and recent flooding have impacted our ability to facilitate. Many sessions scheduled for February and March have been rescheduled for April and May.
Leadership Development	<p>Inspiring Leaders Program</p> <p>Senior Leaders' Forums</p> <p>Executive Leadership Team & Branch Manager Workshops</p> <p>Managing @ ICC program</p>	<ul style="list-style-type: none"> • COVID restrictions and recent flooding has resulted in Inspiring Leaders workshops scheduled for February and March to be rescheduled in April and May. • Senior Leader Forums continue to be conducted every month • Executive and Branch Manager workshops continue to be held every 6 weeks • Internally designed, developed and facilitated management development program 'Managing @ ICC' received endorsement from Executive Leadership Team on 22 March. Development is now in progress with launch to a pilot group scheduled for May 2022.
Workforce Planning	Development of a Workforce Plan for the Infrastructure and Environment department	<ul style="list-style-type: none"> • The impact of meeting the requirements of the COVID-19 Public Health Directives has delayed the finalisation of the IED Workforce Plan, with step 4 to be completed in Quarter 4. • Step 4 is the development and delivery of the IED Workforce Plan 2022 – 2027

Learning and Development	<p>Learning and Development Framework</p> <p>Compliance-based curriculum</p> <p>In-house development of compliance-based elearning module</p>	<ul style="list-style-type: none"> Following the approval of a new Learning and Development Administrative Directive and Procedure in December 2021, an internal communications plan was executed in January 2022 to promote the new directive with intranet articles, cascading emails from General managers and Branch managers, posters, infographics and a quiz. A curriculum centred on compliance-based training is now live in our Learning Management System and has been supported by a communication plan and information pack. Development of a reporting dashboard using power BI has commenced for visibility of completion rates of required learning. Continued to add to our internally developed, compliance based elearning modules with a Queensland Human Rights module now approved for rollout.
Culture Engagement and Inclusion	<p>Defining the ICC Employee Experience</p> <p>Reward and Recognition Framework development</p> <p>Progressing ICC Indigenous Accord actions</p>	<ul style="list-style-type: none"> Following our inaugural Employee Experience Survey in November/December 2021, the Organisational Development Team and our People and Culture Business Partners have been actively supporting leaders and teams interpret survey results and action plan. Team based, debriefs and action planning sessions will continue. Following the approval and publication of updated Reward and Recognition Administrative Directive and Procedure, displays with printed recognition cards have been installed to support informal, every day feedback. More formal, digital certificates are currently in design. Following an expression of interest process, Council's Aboriginal and Torres Strait Islander Employee Working Group was launched on 17 March at an informal event attended by Elected Representatives, senior ICC leaders, and Indigenous Accord working group members. Following the launch event, the first working group meeting was held and terms of reference established. Working group meetings will now be held monthly.
Health and Safety	<p>Lost time injury performance</p> <p>AS/NZS ISO 45001:2018 – Occupational Health and Safety Management System (Safety Leadership)</p>	<ul style="list-style-type: none"> ICC is a leading Council for lost time injury performance. The Lost Time Injury Frequency Rate (LTIFR) for Ipswich is 4.74, with the state average being 7.30. The Local Government Association of Queensland (LGAQ) and Department of Local Government, Racing and Multicultural Affairs (DLGRMA) data places Ipswich City Council as the best performing Council in the state for lost time injury performance. The Safety Management System is currently in place and operational throughout Council, with system benefits already producing results of: <ul style="list-style-type: none"> Injury rate 75% less than same time last year Incident rate 50% less than same time last year Council is currently out to market to seek a certification body to conduct certification against AS/NZS ISO 45001:2018.
Service efficiency and effectiveness	<p>Enterprise Bargaining negotiations continuing</p> <p>People Services Realignment</p> <p>COVID-19 vaccinations and workforce impacts</p> <p>iVolve Project</p>	<ul style="list-style-type: none"> Council has achieved in principle agreement with unions for a three year Certified Agreement for field based employees. After the required consultation period the Agreements will be available for a staff ballot and certification at Queensland Industrial Relations Commission. A new three year Certified Agreement for Resource Recovery Drivers is scheduled to be certified at the Queensland Industrial Relations Commission on Friday 1 April 2022. Council continues to ensure compliance with Queensland Government Public Health Directions relating to COVID-19 vaccinations and management.

		<ul style="list-style-type: none"> • A realignment focused on continuous improvement and strengthening our people and culture services has occurred in the People Services section to introduce a customer centric business service model with regards to Talent Acquisition, Payroll and Systems and Governance. • The People and Culture Branch has actively participated in a number of workshops to define our functional business requirements as part of the iVolve Project, which will identify future Enterprise Resource Planning (ERP) system requirements
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Employee Experience

Council's annual Employee Experience survey, closed on 3 December 2021 with 875 responses were received, representing the majority of the organisation (67%).

Data from the survey was shared with all staff through personalised summary reports, and leaders for all Branches and Sections with eight or more survey responses received reports detailing their teams' feedback across eighteen factors.

Organisational engagement received a 59% favourable rating, with over two-thirds of staff stating that they feel proud to work for Ipswich City Council, they'd recommend Council as a great place to work, and still see themselves working for Council in 2 years' time. Survey results also highlighted positive employee experience with regards to new ways of working, management, work/life blend, and organisational alignment. Key opportunities for positive change include communication, leadership, social connection, and feedback & recognition.

In Quarter 3, People & Culture have been actively supporting individual analysis sessions with leaders and collaborative debriefs and action planning sessions with teams. These team based sessions aim to result in agreed actions at team level that will improve identified areas from the survey. Further, these actions are intended to be kept 'active' by adding Employee Experience actions to the agenda of regular team meetings.

Senior Staff Movements

Position	End Date	Recruitment status	Comments
General Manager, Corporate Services	18 November 2021	On hold	<p>Sharp and Carter have been appointed to conduct a thorough recruitment process for the position of General Manager, Corporate Services.</p> <p>The recruitment has been placed on a temporary hold due to unexpected and extended leave of a key panel member, with recruitment expected to commence again in May 2022 (Quarter 4).</p> <p>Mr Jeffrey Keech, Chief Financial Officer, continues to act in the role whilst the recruitment is on hold.</p>