



information  
and privacy  
commission  
new south wales

# People and Culture Plan 2021-2022

December 2020



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## Introduction

Globally and locally, population, lifestyle and technology trends are affecting the way in which we view access to government information. There is an increased demand and expectation from the community for governments to ensure information access and privacy rights are maintained. The Information and Privacy Commission NSW (IPC) has secured a well-deserved reputation for the provision of expert advice, cogent decision-making and trenchant regulatory action. Those functions are essential to the preservation of information access and privacy rights during a time of dramatic change.

With this increased demand on the IPC's expertise, it is important that the IPC has a strategic framework to implement workforce strategies to ensure the IPC has sufficient resources to meet this need and carry out expert advice now and into the future. The framework will also set objectives to ensure our people are safe, have the knowledge needed to perform their duties and are engaged with the IPC and the objectives in the IPC Strategic Plan.

With this in mind the People and Culture Plan 2021-22 is adaptive and responsive to our operating environment and provides a roadmap of workforce strategies based on what our workforce currently looks like against what we need to look like. The plan therefore consists of workforce strategies that:

- support strategic leadership/team development and training opportunities to assist with attraction and retention of staff in pivotal roles
- consult with our staff in delivering workforce outcomes
- incorporate People Matters Employee Survey (PMES) and internal survey outcomes and action planning in response to staff feedback
- embrace our organisational values of accountable, service focused, proactive, independent, integrity and trust and work as "one IPC".

We all play a part in making the IPC a great place to work and collectively delivering quality services and I encourage you all to work together in making this exciting plan a reality. I look forward to seeing the positive impact of our strengthened efforts to support our capable, responsive and motivated workforce in making a real difference to our staff and communities.

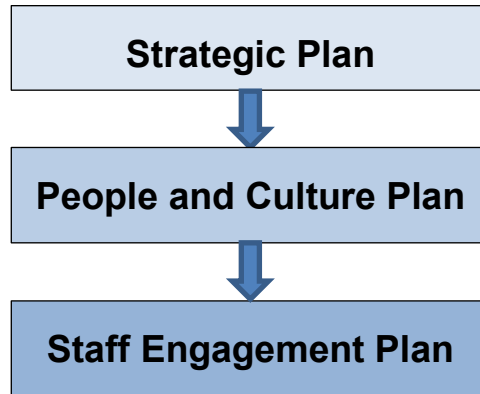
Elizabeth Tydd

**IPC CEO, Information Commissioner**

**NSW Open Data Advocate**

# 1. Strategic Framework

The People and Culture Plan is informed by the strategic objectives of the IPC Strategic Plan. Workforce team objectives from the Strategic Plan are incorporated in the development of this Plan and the Staff Engagement Plan.



The IPC’s vision for its workforce is “to be the best, attract and retain exceptional people”.

The Objectives of the People and Culture Plan are:

- Valued and empowered staff
- Diverse and highly skilled workforce
- Safe and caring place to work
- Healthy staff
- Staff know what’s going on and feel listened to.

We will do this through four workforce pillars: Attract, Retain, Engage and Perform.

# 2. People and Culture Snapshot 2019/20

**ipc** IPC People and Culture Snapshot

**30 FULL TIME STAFF**

**70%**  
OF STAFF HAVE A  
PERFORMANCE PLAN  
IN PLACE

**0 WHS INCIDENTS**  
IN 2020

**GENDER DIVERSITY TARGET = 50%**  
**CURRENTLY = 75%**

**112 HOURS**  
PER MONTH ON  
SKILLS INVESTMENT

### 3. People and Culture Plan

Strategic Workforce Pillar	Objective	Link to Strategic Plan	KPI
<b>ATTRACT</b>			
The IPC is a fast paced, energising and exciting place to work. Such an environment is exciting and rewarding and will attract the best talent, who will seek out new ways of working.	<ul style="list-style-type: none"> <li>Promote IPC as an employer of choice</li> <li>Work with DCS to promote IPC to graduate programs</li> <li>Engage with other like agencies to promote opportunities e.g. Legal Aid</li> </ul>	Further strengthen recruitment, secondment and induction processes	<ul style="list-style-type: none"> <li>Statistics from recruitment advertising including LinkedIn</li> <li>Number of postgraduates employed</li> </ul>
<b>RETAIN</b>			
As a value-based organisation we make deliberate choices to live our values of accountable, service focused, proactive, independent, integrity and trust in everything that we do. Building on this foundation we strive to engage a concentrated effort to create a workplace where our people are satisfied, engaged and committed.	<ul style="list-style-type: none"> <li>Incorporate values into strategic, regulatory and operational work plans</li> <li>Ensure Work Health and Safety procedures are regularly reviewed and staff have input into the review</li> <li>Ensure Mental Health and Wellbeing Policy meets the needs of the IPC</li> <li>Recognise staff achievements and highlight alignment with IPC values</li> <li>Communicate benefits of working at the IPC in induction manual and internal communications</li> </ul>	Develop a People and Culture Plan that includes promotion of a safe working environment for all	<ul style="list-style-type: none"> <li>Values are discussed at staff meetings and incorporated into business planning</li> <li>Review of workplace incidents</li> <li>Risk Register reviewed annually</li> <li>Mental Health and Wellbeing Policy is reviewed against operational needs</li> <li>Number of staff recognised under the Rewards and Recognition Policy</li> </ul>
<b>ENGAGE</b>			
A healthy and positive organisation is an organisation where people want to stay. When we are feeling our best, we are better able to develop positive and collaborative relationships. We ALL play a part in striving for a positive, safe, healthy and engaged workplace culture. This means understanding and appreciating the work of others is achieved through increasing individual, team and organisational wellness and engagement.	<ul style="list-style-type: none"> <li>Engage staff in creating positive, safe and healthy workplace</li> <li>Ensure the organisation is informed with regular communication through a variety of channels of updates, key events, industry trends and legislative changes</li> <li>Ensure that opportunities to connect within and between teams are provided</li> </ul>	<ul style="list-style-type: none"> <li>Provide assistance and advice to support alignment of resources to regulatory and operational priorities and any business cases for additional resources</li> <li>Provide opportunities to collaborate through training, planning and delivery of work programs</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of initiatives within Staff Engagement Plan</li> <li>Level of improved organisational communication and information sharing</li> <li>Provide opportunities for staff to engage in strategic planning and key projects</li> </ul>

Strategic Workforce Pillar	Objective	Link to Strategic Plan	KPI
<b>PERFORM</b>			
<p>It is not possible to meet the challenges of today and tomorrow without looking at how we design our workforce. We strive to ensure the right level of expertise is doing the right tasks at the right point of service delivery.</p>	<ul style="list-style-type: none"> <li>• Undertake workforce planning to identify future and current organisational requirements and opportunities for professional development</li> <li>• Self-assessment Skills Survey to be undertaken by new staff to identify skills training required to support development and delivery of regulatory priorities</li> <li>• Undertake additional skills assessment to identify gaps in knowledge and expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure corporate services processes are documented and up-to-date and roles and skills sufficient to ensure continuity of service</li> <li>• Ensure our functions are supported by up to date policies and procedures to guide performance</li> </ul>	<ul style="list-style-type: none"> <li>• Provide mentor/mentee arrangements</li> <li>• Provide rotation of roles to improve skills sets and provide variety</li> <li>• Implementation of whole of IPC Training Program</li> </ul>

**Document information**

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