



information
and privacy
commission
new south wales

People and Culture Plan 2023-2024

March 2023



Contents

1. Strategic Framework.....	4
2. People and Culture Snapshot	4
3. People and Culture Plan	5

Introduction

Globally and locally, population, lifestyle and technology trends are affecting the way in which we view access to government information and the consideration of our privacy. 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 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 2023-24 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 the 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.

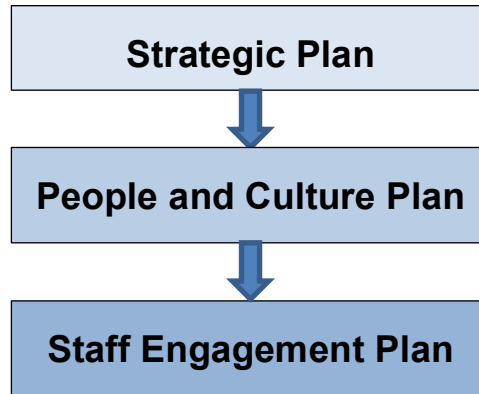
Elizabeth Tydd

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 2021/22

ipc IPC People and Culture Snapshot

35 FULL TIME STAFF

100%
OF STAFF HAVE A
PERFORMANCE PLAN
IN PLACE

0 WHS INCIDENTS
IN 2021/22

GENDER DIVERSITY TARGET = 50%
CURRENTLY = 66%

112 HOURS
PER MONTH ON
SKILLS INVESTMENT

3. People and Culture Plan

Strategic Workforce Pillar	Objective	Link to Strategic Plan	KPI
ATTRACT			
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"> Promote IPC as an employer of choice Work with DCS to promote IPC in recruitment programs Engage with other like agencies to promote opportunities e.g. Legal Aid, NSW Ombudsman, ICAC 	Pillar 4 - Review new starter experience and implement priority, feasibly improvements to IPC components / advocate for improvements to DCS components	<ul style="list-style-type: none"> Results and feedback from new starter surveys Improve PMES engagement results by 10%
RETAIN			
As a values-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"> Incorporate values into strategic, regulatory and operational work plans Ensure Work Health and Safety procedures are regularly reviewed and staff have input into the review Ensure Mental Health and Wellbeing Policy meets the needs of the IPC Recognise staff achievements and highlight alignment with IPC values Communicate benefits of working at the IPC in induction manual and internal communications 	<p>Pillar 1 - Expand the I&R Rotation Policy to include capacity for flexibility in the team for hybrid work arrangements</p> <p>Pillar 4 - Organise training to assist staff with developing skills for Service Delivery including best practice record keeping</p>	<ul style="list-style-type: none"> Values are discussed with new starters and at staff meetings and incorporated into business planning Review of workplace incidents Risk Register reviewed annually Mental Health and Wellbeing Policy is reviewed against operational needs Staff recognised under the Rewards and Recognition Policy Staff training is promoted and included in PDPs
ENGAGE			
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	<ul style="list-style-type: none"> Engage staff in creating positive, safe and healthy workplace Ensure the organisation is informed with regular communication through a variety of channels of updates, key events, industry trends and legislative changes 	Pillar 4 - Participate in cross-team IPC working groups on key projects and initiatives including the provision of reports and support for compliance obligations. Initiate those working groups where appropriate	<ul style="list-style-type: none"> Implementation of initiatives within Staff Engagement Plan Level of improved organisational communication and information sharing Provide opportunities for staff to engage in

Strategic Workforce Pillar	Objective	Link to Strategic Plan	KPI
<p>increasing individual, team and organisational wellness and engagement.</p>	<ul style="list-style-type: none"> Ensure that opportunities to connect within and between teams are provided 	<p>Pillar 1 - Expand the I&R Rotation Policy to include capacity for flexibility in the team for hybrid work arrangements</p> <p>Pillar 4 - Participate in cross-team IPC working groups on key projects and initiatives</p>	<p>strategic planning and key projects</p> <ul style="list-style-type: none"> Progress the actions included in the PMES Action Plan Action taken on feedback from Pulse and other internal surveys
PERFORM			
<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"> Undertake workforce planning to identify future and current organisational requirements and opportunities for professional development Self-assessment Skills Survey to be undertaken by new staff to identify skills training required to support development and delivery of regulatory priorities Undertake additional skills assessment to identify gaps in knowledge and expertise 	<p>Pillar 4 - Implement improvements to systems and website as outlined in the IPC IT Plan - including through engagement with DCS IT - to meet IPC current and future needs</p> <p>Pillar 4 - Conduct review of current internal I&R processes and remove or replace those no longer fit-for-purpose (e.g. AIG)</p>	<ul style="list-style-type: none"> Provide mentor/mentee arrangements Provide rotation of roles to improve skills sets and provide variety Skills investment in training programs

Document information

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