

PEOPLE STRATEGY

2021–2026



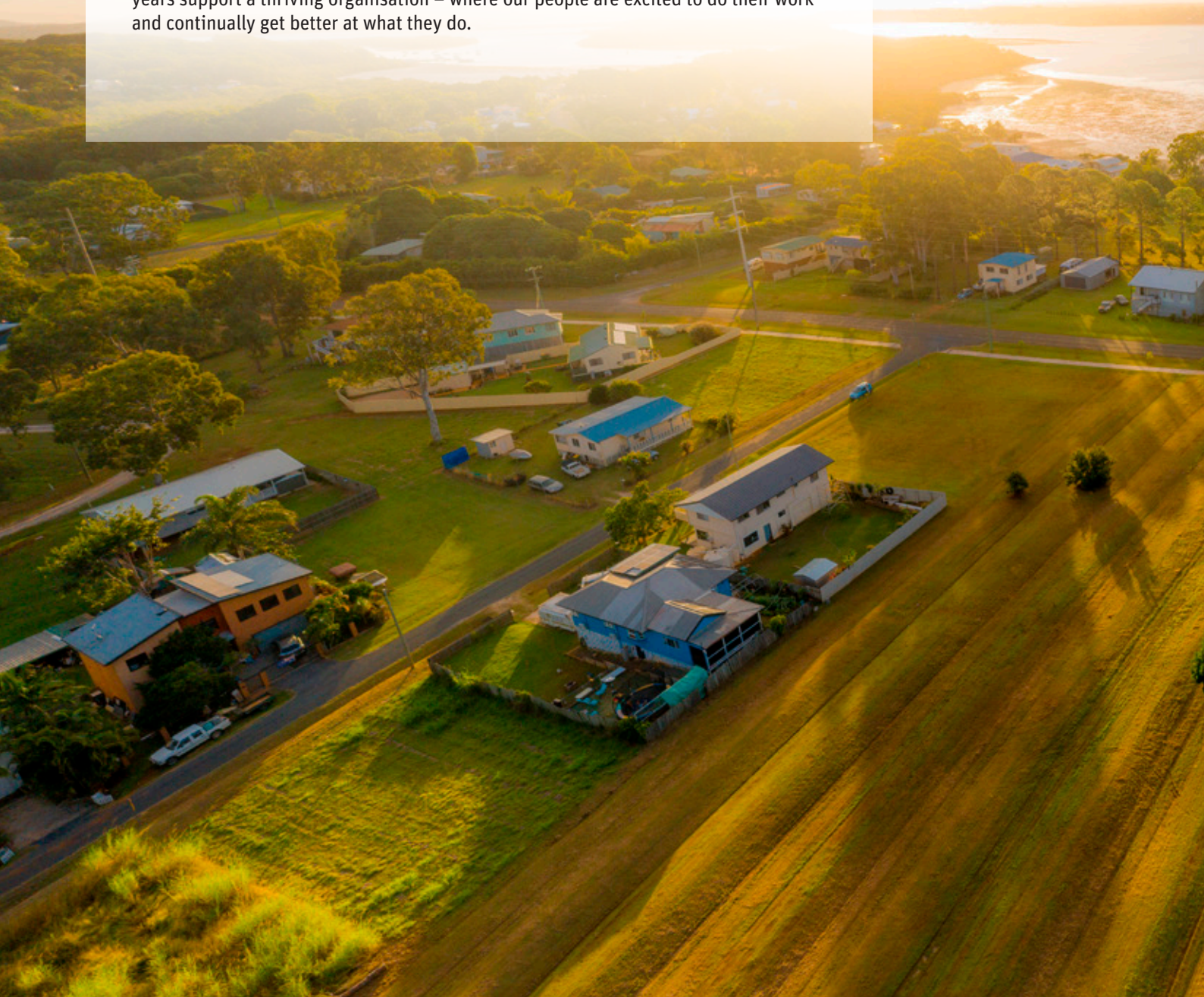
Redland
CITY COUNCIL

Welcome

Welcome to the People Strategy 2021-2026, the new strategy for the people of Redland City Council.

The strategy introduces our new vision for our people – a ‘Thriving Organisation’ and describes eight 2026 goals supported by objectives, key initiatives and ideas on what you need to do to contribute as a member of Council’s team.

With a focus on continuing the high engagement we already have and the positive culture we currently enjoy, the strategy will help ensure decisions over the next five years support a thriving organisation – where our people are excited to do their work and continually get better at what they do.



Acknowledgement of Traditional Owners and Country

We acknowledge the Quandamooka People, the Traditional Owners of the land, waters, winds and seas where we work.

We acknowledge their Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander Peoples in our Community.



Creating a strategy for our people comes from the generous contribution of our people. Thank you to the many employees who offered their views through interviews and feedback on the draft versions, as this feedback sets the course for delivering the right people initiatives for Council over the next five years and beyond. A special thank you to Kerry Youdale for leading the development of this contemporary Strategy, combining solid organisational development research with an understanding of Council's organisational context. Kerry's strengths in shaping strategy and futures thinking have come to the fore in this work which ultimately will guide Council to become a thriving organisation.

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

One of the reasons I joined Redland City Council in 2017 was its obvious focus on the people who work here.

Four years later, I am excited to write the foreword for a document that takes this commitment even further through tangible projects and outcomes – our new People Strategy. The Strategy is the roadmap which will shape our approach to making Redland City Council a thriving organisation, but also one that others view as an enviable workplace to be part of.

Our people, culture and location are our competitive edge. Through this strategy, these things combine to help us create a place of work that offers compelling pathways, is innovative and responds to change, allows balance, values integrity and respects individuality – all while serving the greater community good.

There is no more diverse workplace to achieve in your career than that offered by Council. Supporting you to be your best and bring your best for the benefit of the Redlands Coast community is our collective aim.

Please take the time to read and discuss what's in the Strategy. There are goals, objectives and initiatives for all of us to put in place, but equally importantly, things we can do as individuals to support the Strategy's success while growing our own careers.

Finally, there's only one 'rule book' you need to know and be guided by – our organisational values on page nine. These values have been shaped by our people and are at the heart of the Strategy. Knowing these values, and being able to work each day with confidence that they match your own, is a good indication of your 'fit' with Redland City Council and what we are trying to achieve.

So with these values in mind, I look forward to sharing this journey with my colleagues – Council's diverse, driven and talented people – to make our great organisation even better.

Andrew Chesterman
Chief Executive Officer

*“Our people, culture and location
are our competitive edge”*

A MESSAGE FROM THE HEAD OF PEOPLE, CULTURE AND ORGANISATIONAL PERFORMANCE



To become a truly *efficient and effective organisation*, where employees are proud to deliver efficient, valued and sustainable services for the betterment of our community, we need to work on the things that enable us to become a thriving organisation.

Council's People Strategy is our key strategic document that guides what we will do to ensure we have the people we need, in the right jobs, with the right skills to deliver on our corporate objectives over the next five years and beyond.

Based on contemporary behavioural science and psychology, data driven insights, feedback from the organisation, and futures focused strategy, our new People Strategy aims to help us reach our full potential to deliver on our organisational objectives.

It has eight goals that focus on becoming an organisation: whose leaders bring out the best in people; that responds and changes quickly; where individuals can thrive; with the highest level of cultural integrity; with strong and positive employee relations; where people are highly engaged; with compelling career pathways and that is safer and healthier.

We see a thriving organisation as one in which our people are not just happy to be here doing their work, but also excited about creating the future, both for the organisation and for themselves. They are engaged, energised and continually getting better at what they do, learning and improving all the time.

Implementation of this plan will be assisted through quarterly check-ins by assigned "goal champions", who will serve to collaborate, progress, report and support others in achieving our eight goals.

Unique to this strategy is a built-in measurement tool that allows us to test our progress against the goal areas and track satisfaction and importance at any time. Every 12 months we will resurvey and use the results to keep our goals prioritised by the needs of the business.

A handwritten signature in black ink, appearing to read 'a.j. daly'.

Amanda Daly
Head of People, Culture and Organisational Performance

“Our People Strategy aims to help us reach our full potential ...”

CORPORATE PLAN 2021-2026

On 16 December 2020 Council adopted *Our Future Redlands – A Corporate Plan to 2026 and Beyond* which commenced on 1 July 2021.

This new Corporate Plan is an opportunity for the newly elected Council, our organisation and our community to come together as one team, to present what we want to achieve for our City and our community in the next five years and beyond.

Our City Vision is aspirational and guides Council's actions by defining an agreed direction and purpose:

Naturally wonderful lifestyle. Connected communities. Embracing opportunities.

Our corporate plan is structured around seven strategic themes that set our 20-year focus. Each theme identifies key objectives and initiatives that will help drive our desired outcomes. The development of this People Strategy directly supports the *Efficient and Effective Organisation* theme. It also supports our people in achieving the remaining themes by becoming a thriving organisation.

CITY LEADERSHIP

Our city is enriched through a spirit of collaboration and respect across Council and the community, which drives our shared community values and achieves outcomes for our people, place and prosperity.

EFFICIENT AND EFFECTIVE ORGANISATION

Council employees are proud to deliver efficient, valued and sustainable services for the betterment of the community.

THRIVING ECONOMY

Our thriving economy recognises the benefit of our unique geography and is underpinned by enabling infrastructure, supportive policy and successful partnerships which maximise opportunity for growth in industry, job creation, innovation and investment.

STRONG COMMUNITIES

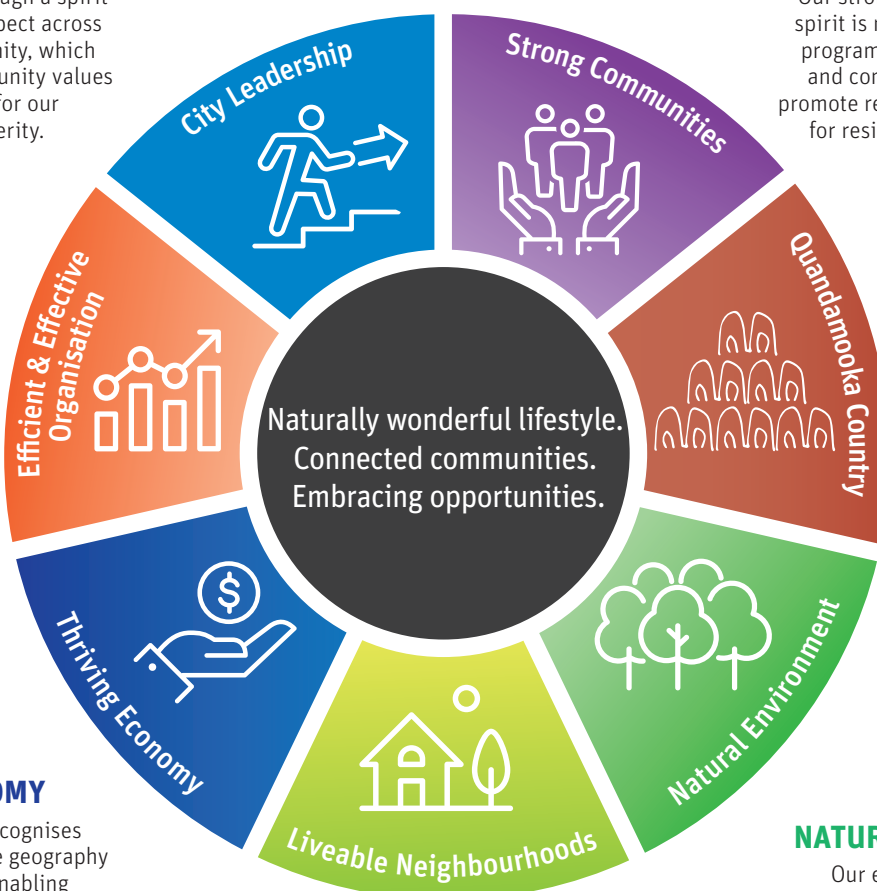
Our strong and vibrant community spirit is nurtured through services, programs, organisations, facilities and community partnerships that promote resilience, care and respect for residents of all ages, cultures, abilities and needs.

QUANDAMOOKA COUNTRY

Our city embraces the rich Aboriginal heritage of Redlands Coast (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters. We work together for the future of Redlands Coast on Quandamooka Country.

NATURAL ENVIRONMENT

Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.



LIVEABLE NEIGHBOURHOODS

Our unique local lifestyle is enhanced by a well-planned network of island, urban, rural and bushland areas which connect and support our natural assets, communities and businesses.

COUNCIL'S ORGANISATIONAL VALUES – SHAPED BY OUR PEOPLE

In 2020, Council developed a new set of values to guide us all in the work we do. They were crafted with our people and for our people, to support and contribute to the organisation's unique character and culture.

They shape how we work. That means they impact how we behave, how we work and the decisions we make; how we recruit and introduce new people, and how we lead and manage individuals and teams to achieve results. The values will be embedded in how we deliver this strategy.

Our Values



Our Mission

“ Make a difference, make it count.”

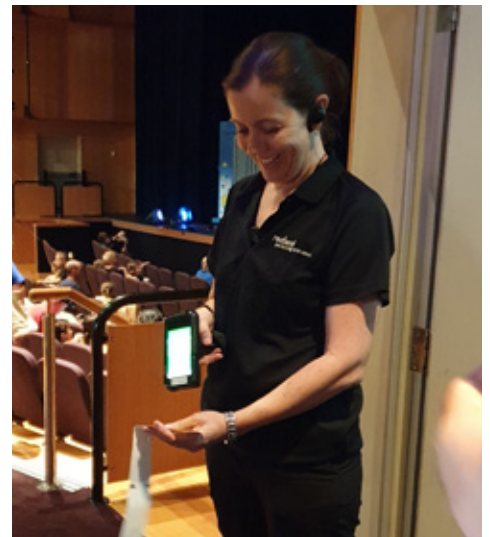
OUR PEOPLE STRATEGY 2026 VISION – A THRIVING ORGANISATION

We are ready to become a thriving organisation.

In considering the research on what factors contribute to a thriving organisation, one model that stood out as a great fit for us is one developed by Mercer Australia in 2018. In this model, eight basic mechanisms that create the conditions for a thriving organisation were identified: compelling careers, cultural integrity, organisational agility, responsible

leadership, fair and equitable rewards, thriving individuals, engagement, and a healthy and safe workplace.

We've tested these with our people through one-to-one interviews, surveys and workshops. Feedback and analysis from this has helped us create our own version of eight targeted goals to suite our unique needs and conditions.



PEOPLE STRATEGY GOALS

WE WILL FOCUS ON BECOMING AN ORGANISATION:





Goal 1

BECOMING AN ORGANISATION WHOSE LEADERS BRING OUT THE BEST IN PEOPLE

Open feedback, listening with respect and dignity, effective and ethical decision making, and prioritised objectives are key to this goal.



Our 2026 goal

All leaders, managers, supervisors and individuals are focused on bringing out the best in others, their departments, teams and anyone they do business with.

OUR LONG-TERM OBJECTIVES

- 1.1 Our leaders focus on listening, providing honest and timely feedback, and continue to develop leadership skills across our organisation benefit those who are led by them.
- 1.2 Our leaders provide information about changing organisational priorities, ensuring that teams and individuals are aligned with expectations.

OUR MID-TERM KEY INITIATIVES

- Research, design and develop 2021-2026 Leadership Development Plan.
- Improve the use of OURspace to optimise and deliver organisational goals that cascade throughout the organisation and provide a clear view of priorities.
- Embed the Teams Framework and tools to increase the effectiveness of existing teams or when designing new teams.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Participate in learning opportunities that build your leadership skills and capabilities.
2. Enrol in either the mentoring and/or coaching programs to support your professional development.
3. Acknowledge and promote culture-focused and responsible leadership across all levels and areas of Council regardless of your leadership level or position.
4. As a leader, continue to undertake meaningful one-to-one meetings with your team members, ensuring that priorities are communicated and understood.



Goal 2

BECOMING AN ORGANISATION THAT RESPONDS AND CHANGES QUICKLY WHEN NEEDED

Collaboration, adaptability, innovation, speed of decision making and digital thinking are key to this goal.



Our 2026 goal

Our people are ready willing and able to change direction, adapt and respond to our community and customer needs. Real-life challenges are transformed with digital thinking that pushes for change and action, and measures that support innovation and collaboration.

OUR LONG-TERM OBJECTIVES

- 2.1 All of our people are ready and able to shift direction based on the organisational and community needs of the time.
- 2.2 Insights from data are used to help shape change, identify actions and continually inform organisational design and ways of working.
- 2.3 Innovation is part of our character in the way we do things, supported by systems and structures to capture and test the best ideas.

OUR MID-TERM KEY INITIATIVES

- Build capability and apply the structured Change Management Methodology more widely to ensure our people are supported to adopt organisational changes, new processes and technology.
- Embed actions from the Customer Experience Strategy by considering the customer's perspective when improving processes to deliver our services.
- Continue to develop and deliver meaningful people metrics for organisational leaders and professional experts to help develop insights and find the best ways forward.
- Support the delivery of the Business Transformation Strategy which sets out to promote innovation, agility and improve community outcomes.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Provide information about changes to people who need it, when they need it, in a way that they can support and commit to changes.
2. Seek advisory assistance with change management.
3. Seek data or data-driven insights from experts to help inform your decision-making.
4. Encourage innovation, help capture ideas and work with collaborators that can help.
5. Attend customer service training programs to develop your skills and keep the customer at the heart of all that you do.



Goal 3

BECOMING AN ORGANISATION WITH THE HIGHEST LEVEL OF CULTURAL INTEGRITY

Trust, safety, ethics, social responsibility, diversity and inclusion are key to this goal.



Our 2026 goal

All of our people do the right thing, honouring and respecting each other and the community in which we work.

OUR LONG-TERM OBJECTIVES

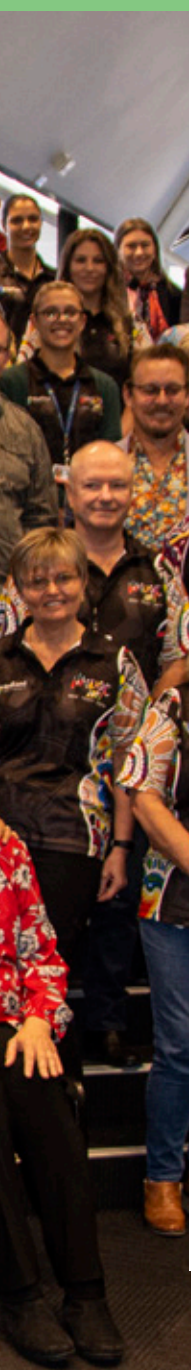
- 3.1 The 2026 Corporate Plan and yearly objectives guide, link and connect our people to the outcomes we deliver for the community through the work we do.
- 3.2 We have trust in our systems and processes that sets expectations around behaviour, conduct and ethical decisions. Expectations are accessible, easy to understand and demonstrated by each and every person who works here.
- 3.3 Boost diversity, inclusion and a sense of belonging across the organisation.

OUR MID-TERM KEY INITIATIVES

- Integrate the Corporate Plan Objectives with performance development to help individuals and teams form a strong understanding of what they aim to achieve, each individual's roles in achieving it, and how it impacts and translates to community outcomes.
- Add to the Communications and Learning Plans to make more clear expectations about behaviour, ethics and conduct, and follow through on actions that need to be taken to support our people in meeting these expectations.
- Develop a Diversity and Inclusion Plan to remove barriers to inclusion, and support healthier diversity practices based on a good understanding of what our people need to achieve success.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Use the Corporate Plan and objectives to form the basis of why you do your work and what it aims to achieve.
2. Make sure you are up to date with key policies and guidelines that spell out what is expected in our behaviour, conduct and ethics.
3. Translate and share corporate expectations around behaviour with your teams and encourage exploration of this topic.
4. Challenge your own natural biases, think more expansively and look for opportunities to be more inclusive in your habits.





Goal 4

BECOMING AN ORGANISATION WHERE INDIVIDUALS CAN THRIVE

People who use their full potential, are empowered to contribute, enjoy wellness, are energised, and work within their whole self are key to this goal.



Our 2026 goal

Individuals are supported to reach their potential, take control, get better at what they do and feel satisfied by working at Redland City Council.

OUR LONG-TERM OBJECTIVES

- 4.1 There is a clear and accessible picture of our people's strengths, skills, education and experience to support progression and succession opportunities.
- 4.2 A strategic learning program is available that enhances the skills, knowledge and capabilities of our people to support performance development and career mastery.
- 4.3 Our people are given the autonomy to succeed in their roles driven by a strong connection to organisational objectives and vision.

OUR MID-TERM KEY INITIATIVES

- Improve Succession Management to articulate succession and progression opportunities.
- Form a Talent Standing Committee to oversee and contribute to key decisions impacting talent review, development and management.
- Review and refresh the Organisational Learning Plan to ensure it supports the changing needs of the organisation.
- Strengthen the Performance Development Communications Plan to increase participation in performance development requirements.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Complete your profile information in OURspace, including your career development and learning goals, to increase visibility to support succession opportunities.
2. Enrol in either our Mentoring and/or Coaching Programs to support your professional development.
3. Add your specialised training programs to the organisational training calendar in OURspace.
4. Be responsible for your own learning at Council.
5. Make use of the Education Assistance Program that provides financial support for further study.



Goal 5

BECOMING AN ORGANISATION WITH STRONG AND POSITIVE PEOPLE RELATIONS

Fair pay and equity, good performance management, recognition for performance and exceeding expectations, and financial wellbeing are key to this goal.



Our 2026 goal

Connections and relationships between leaders, managers, supervisors, individuals and stakeholders are strong, clear and positive.

OUR LONG-TERM OBJECTIVES

- 5.1 Strong, positive employee relations are supported by quality communication characterised by trust and respect.
- 5.2 Poor performance is managed quickly and appropriately, helping to support a continued positive culture.
- 5.3 Recognition focuses on community achievement, outstanding individual and team achievement, value-based behaviour and positive culture behaviour.
- 5.4 Remuneration Strategies that support the varied needs of our people and provide competitive industry advantage.

OUR MID-TERM KEY INITIATIVES

- Develop a contemporary and engaging Employee Relations Learning Program and provide accessible and understandable resources for ongoing reference.
- Improve our onboarding program to include an Employee Relations Toolkit for new managers and supervisors to support the application of policy and guideline principles.
- Deliver on our brand promise and further embed values into people practices and culture to support a quality employee experience.
- Provide access to all of our people to be engaged in the Certified Agreement Negotiation Process.
- Refresh the Reward and Recognition Program CEO Awards categories to contemporise and guide behaviour and outcomes for the organisation.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Keep your manager/supervisor informed through ongoing regular conversations of any issues you wish to address before they become bigger problems.
2. Seek help from key enablers and stakeholders across the organisation to ensure your best performance in your role.
3. Ensure your MySay action plan is developed and actioned with the input of your team, and is continually reviewed for progress.
4. Ensure all our people know when they have done a good job by nominating their great work for recognition.
5. Participate in the Financial Wellbeing Learning Program which is available to all people.
6. Offer assistance and share knowledge to support fellow employees who would benefit from your contribution



Goal 6

BECOMING AN ORGANISATION WHERE PEOPLE ARE ENGAGED AND EAGER TO DO THEIR BEST

Advocacy, pride, commitment, optimism and motivation are key to this goal.



Our 2026 goal

Our people experience a high degree of motivation in their work and a clear sense of pride, commitment and optimism is noticeable across the workforce.

OUR LONG-TERM OBJECTIVES

- 6.1 Our people are actively engaged in the work they do and are excited to continually improve their skills and achievements.
- 6.2 People who work here are advocates for Redland City Council as a great place to work.
- 6.3 The entire experience of working here, from beginning to end, brings excitement and inspires great work and quality customer outcomes.

OUR MID-TERM KEY INITIATIVES

- Promote and celebrate our employer brand and culture.
- Develop a Talent Acquisition Plan that aligns with our people's value proposition and our corporate values.
- Review the probation process to ensure optimal outcomes for new starters and the organisation.
- Improve how we seek feedback from the organisation to keep our finger on the pulse of what's happening so we can support engagement.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Think about how you can promote our employer brand through your networks and consider ways you can contribute towards a positive culture and experience.
2. If you know of someone who you think would be a great addition to Council let them know when we are hiring by sharing recruitment advertisements with them.
3. Consider the values shaped by our people and find ways to support and celebrate their impact.
4. Speak up and be heard through engagement surveys – this helps inform programs that we develop, opportunities we create, and the refreshing of outdated policies and guidelines.



Goal 7

BECOMING AN ORGANISATION WITH EXCITING CAREER PATHWAYS

Personalised career paths and goals, fair opportunity to advance, learning opportunities and meaningful work are key to this goal.



Our 2026 goal

Our people experience meaning in their work and are able to see a career path that provides a fair opportunity to advance. The Learning Program also supports our people's growth and development in their careers.

OUR LONG-TERM OBJECTIVES

- 7.1 Career pathways are mapped out with a clear picture of what skills and experience are needed to support advancement and self-management.
- 7.2 Our people are connected to our City Vision and can see clearly how their work delivers for the community.

OUR MID-TERM KEY INITIATIVES

- Develop a high-level Career Pathways Plan that provides an advancement roadmap for key careers.
- Connect training and development opportunities to career advancement.
- Investigate entry level career options including graduates, traineeships, school-based volunteers, cadetships and apprenticeships.
- Add the Capability Library to the OURspace Performance Module for all levels of contribution.
- Develop a Multi-generational Action Plan that supports our people at key stages of their working life.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Make sure you have included your career goals in your performance development plan and have thought about what training or experience you need to achieve the next milestone.
2. Ensure your goals are on track by keeping the goals conversation going with your supervisor or manager throughout the whole performance cycle.
3. Seek out coaching or mentoring to help you achieve your goals and develop new thinking that will help you get there.



Goal 8

BECOMING AN ORGANISATION THAT IS SAFER AND HEALTHIER

Flexibility, psychological and physical safety, balance, belonging, health, and wellness are key to this goal.



Our 2026 goal

Provide and promote a safe and healthy work environment for all people in our workplace. Support, and where possible, improve emotional, mental and general psychological wellbeing and resilience.

OUR LONG-TERM OBJECTIVES

- 8.1 Mental health is prioritised by ensuring consistency in all of our people's experience of psychological safety across the organisation.
- 8.2 Flexibility in work arrangements and practices are supported.
- 8.3 Health and wellness programs that meet the needs of our diverse workforce are continually improved and refreshed.
- 8.4 All our people have a genuine sense of belonging across all areas of the organisation.
- 8.5 Safety obligations are well understood across the business.

OUR MID-TERM KEY INITIATIVES

- Develop a contemporary safety framework to improve our safety culture.
- Improve our systems and processes to support and enable day-to-day operations.
- Develop a Safety Leadership Development Program and build the health, safety and wellbeing resources, capabilities and skills of the organisation.
- Embed the principle of 'Safety at Heart' to ensure we meet the intent of the words of our values.

WHAT YOU CAN DO TO SUPPORT THIS GOAL

1. Remember that the standard you walk past is the standard you accept – never shy away from raising health and safety concerns with your manager, the People, Culture and Organisational Performance team, or senior leadership.
2. Take care of your workmates – ask them if they are okay.
3. Add to psychological safety by strengthening your own emotional intelligence and people skills.
4. Make sure you attend mental health training for individuals or supervisors.
5. Contribute to our safety culture by living the Safety at Heart value – and know what it means for you and your team.

