Norfolk Island Regional Council
Workforce Management Plan
2016 -2020

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<th>Version</th>
<th>V2 June 2017</th>
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<td>Date Approved</td>
<td>28 June 2017</td>
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<td>Resolution Number</td>
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INTRODUCTION

Message From The General Manager

This is the second Workforce Management Plan (the Plan) of the Norfolk Island Regional Council. The Plan has been developed to support the Community Strategic Plan and the Delivery Program as well as supporting the functions of a new Regional Council and State functions contracted by the Commonwealth for Council to deliver.

Extensive work has been carried out in identifying and mapping out an organisational structure that can support the key roles of the Regional Council and also include the State Services. This process has included identification of roles, gaps analysis and budget limitations. The Organisational Structure has been modified this year to ensure that it is relevant, and that it effectively supports the functions required for Council to move forward.

A key challenge is to ensure that the workforce is skilled and has the capabilities to carry out the big projects in the Delivery Program such as Waste Management, Sustainable Energy, Asset Planning and Renewal, and Telecommunications. Council will still need to consider specialist consultants to assist where necessary, if recruitment of these roles is not successful.

Through the strategic actions contained within this Plan and developed through extensive staff consultation, it is anticipated that Council will be able to work towards achieving the milestones and the overall outcomes in the Delivery Program, as planned.

There are many challenges within this Workforce Management Plan but equally many opportunities.

I continue to look forward to working with staff across the organisation in the journey towards becoming the “Best Small Island in the World”.

MISSION, VISION AND VALUES

Mission

The Norfolk Island Regional Council will provide local civic leadership and governance through good decision making, accountability and transparency.

We will protect and enhance our unique culture, heritage, traditions and environment for the Norfolk Island People. We will do this through promoting a healthy and sustainable lifestyle, by looking after our community assets, and by fostering a prosperous economy.

Vision

Norfolk Island – the Best Small Island in the World

Values

The Norfolk Island Regional Council embraces the following values that were developed in a work-shop with the Councillors (I CARE):

Integrity ~ Communication ~ Accountability ~ Respect ~ Excellence
WORKFORCE PLANNING OVERVIEW

The Council came into being on 1 July 2016, and as such it is ‘brand new’! It is the result of a major reform in governance and service delivery for Norfolk Island.

As part of the Integrated Planning and Reporting Framework, the Workforce Management Plan is required to support and ensure that human resources are available, to achieve the outcomes in the Delivery Program.

The Workforce Management Plan is therefore an important component of the Resourcing Strategy and must take into account the level of resources that will realistically be available now and into the future to achieve the goals, and also recognise the importance of retaining, developing and attracting employees to accomplish the strategic directions and objectives.

This Plan is the foundation for the Council to build upon and will underpin and impact on all other plans that follow. The development of the Plan has been informed by engagement and feedback from Council staff actively participating in ‘all staff’ workshop sessions and this engagement process will continue to provide opportunities for staff input on a quarterly basis in 2017/2018.

Workforce analysis and staffing statistics have been included to give a snapshot of divisional staffing levels, staff demographics and other relevant information which will be a point of reference as the Council moves forward and makes decisions on how to best achieve the required strategic outcomes for the community.

Planning for learning and development, training and professional growth is a vital element of workforce planning to maintain the required professional capacity, corporate and operational service levels and to ensure legislative compliance where required.
SITUATIONAL ANALYSIS

As a new organisation, in its first year has required management to review and map out staffing resources to meet the requirements of the NSW (NI) Local Government Act 1993 and at the same time to ensure that suitably skilled staff are available for provision of the State Services that Council is contracted to provide on behalf of the Commonwealth. Some of the State services are resourced by staff who are also working in Local Government functions and this complexity has been attended to and mapped out in Council’s financial system.

Extensive recruitment has occurred with the identification of some difficulties in attracting a reasonable pool of applicants for various vacant positions. Throughout its first year Council has had some success with the recruitment of technical specialist and managerial level positions. Council has been involved in the design, training and preparation to go live with ‘Civica’, the new FMIS (financial management information system) for the organisation which has now been achieved, through the hard work and dedication of a significant number of Council’s staff.

Several gaps were identified in the transitional organisational structure. Council has been able to resource staff for legal secretary, asset finance officer, administrative officer – Local Services in lieu of planning secretary, human resources, records management, whilst work health and safety is still a work in progress. Another much needed position which is included in the reviewed organisational structure is the role of an economic development coordinator. As Council has not been able to attract any suitably qualified applicants, this function has now gone out as an Expression of Interest. Council is currently evaluating the EOI responses received for this function.

The Norfolk Island Regional Council’s Delivery Program specifically focuses on the provision of essential services such as clean water, sewer management, waste management, electricity and telecommunication. All these service areas are in need of extensive attention and capital renewal that require staff to have skills in grant funding application writing and project management.

Council is also responsible for the maintenance and renewal of all community assets such as roads, footpaths, public reserves, playgrounds, sport grounds and recreational areas, public buildings and amenities and plant and equipment. Most of these assets are in poor condition and require renewal or replacement to bring them up to a satisfactory standard. Productivity and efficiency gains are anticipated over time in these areas with the introduction of agreed service levels.

Council has engaged Local Government Engineering Services for roads asset management planning and capital works program.

Other areas that are key to the Regional Council include Economic Development and Tourism, Heritage and Museums. Substantial funds are allocated to these areas and at present the services rely heavily on casual staffing pools being available year around.

Council is doing well in customer services, information technology and finance with a full staff team on board, however, the services they provide need to be made more efficient and effective with a reduction in processing duplications and this will be achieved through the introduction of Civica. The Information Technology team is currently stretched due to the implementation of new systems, including procurement and set up of hardware to accommodate the new demands for security and storage, whilst also providing support to some State Services, for example the hospital and the central school.

The Governance team still has vacant positions and this has delayed the establishment of a sophisticated Risk Management Framework. A basic Risk Management Framework is in place and this has guided staff to date. Risks have been identified, considered and prioritised in the setting up of the new Governance system, for a new organisation. For example, the Code of Conduct and Code of Meeting Practice were developed and adopted at the first Extraordinary Council meeting in July 2016 and subsequent training for all staff on the Code of Conduct was held in the same month.

Work Health and Safety has been identified as high risk for the organisation and even though it has been addressed to some extent in areas such as the Public Works Depot, Council is endeavouring to fill the position of Work Health and
Safety Officer to adequately plan, coordinate and implement work place safety policy and practices across all work areas.

Skills gaps have been identified in the areas of project management, business paper report writing, and grant submission writing. Training has been prioritised to occur in the second year of this plan. Council will need to engage specialist training providers for certain training activities which need to be undertaken by assessment and evaluation. Additional training requirements will be identified by team leaders and staff in the various sections and included in an organisational training plan for the first half of 2017-2018.

A full audit of licences and tickets held by Council’s employees will be undertaking during the first half of this new plan. This is to allow efficient utilisation of trainers, who will be required to come to Norfolk Island only having to provide the specific training once for Council’s employees e.g. Working at Heights and Crane C6 on site.

For the detailed organisational chart illustrating all current positions and where they sit within the amended structure, see Appendix 1. This structure is still considered to be flexible and it needs to be able to respond to our dynamic environment in this second year of the new Regional Council.

**WORKPLACE ENVIRONMENT**

**Organisational Structure - Functional Areas**

The functions of the Norfolk Island Regional Council are exceptionally diverse and include numerous State functions contracted by the Commonwealth for the Regional Council to carry out.

In relation to the functional areas of Council, these have been divided into three(3) key divisions: Corporate/Finance, Governance & Human Resources and Services, and reporting directly to the General Manager, an Economic Development section that includes Tourism, Museums and Library Services.

The Services division deals with asset maintenance and upgrades, the Airport, utility services and the contracted State Services provided on behalf of the Commonwealth Government.

The Corporate/Financial division provides customer services, financial services, information technology and the various registry office services, including drivers licences, dog and vehicle registrations.

The Governance and Human Resources division is responsible for internal services such as human resources, work health and safety, policy development, planning and reporting, legal advice, program planning, risk and internal audit, records management and public information. This branch also has oversight of the local radio broadcasting service.
**STAFF ENGAGEMENT**

Local Government Council Workshops

The General Manager has delivered workshop sessions on a quarterly basis in the first 12 months of the new Council. These workshops were an opportunity for staff engagement, delivery of standards, values and priorities to be discussed, information updates and general questions to be asked.

**Employee Workshops held in March and May 2017**

*“People and Performance” held on 2nd and 3rd March 2017.* Due to the ship working and other staff training commitments an extra workshop was held on 10 March to ensure the maximum number of staff were able to participate. The presentation was attended by 86 staff in total, with 9 staff unable to attend.

This third quarterly workshop followed on from the ‘New Beginnings’ and ‘Time for Action’ programs held in 2016. The focus was to review the Councils first 6 months of operation and to discuss and clarify the way forward. The General Manager’s presentation provided further opportunity for staff interaction and valuable input on important matters such as:

- Progress since the October workshop;
- State Type Services provided by the Council;
- Discussion of October 2016 Staff Survey results;
- Actions to be taken to address main issues that were identified in the Staff Survey;
- Learning and Development completed or in progress and what staff needed to assist with their current position.

The session also included training and information on ‘Fraud and Corruption Prevention’ – awareness and controls. The session wrapped up with a summary of ‘Where to from here’?

*“Moving Forward – Goals & Achievements” held on 4th and 5th May 2017.* The presentation was attended by 76 staff in total, with 25 staff unable to attend. This fourth quarterly workshop for the 2016/17 year focused on the achievements of Council in the first 9 months, the Draft Operational Plan 2017/18 and the combined staff feedback from the previous ‘People and Performance’ workshop.

The General Manager also presented the following two draft policies, which were the subject of group discussions and feedback:

1. Work Health and Safety
2. Bullying and Harassment

The workshop concluded with information on the Continuous Improvement process and what that means for the Council moving forward.
Staff Feedback from Workshops March and May 2017

Following the March and May 2017 staff meetings, data was collected from staff which outlined their main areas of concern across the organisation. The results were extremely valuable and identified several key areas that will guide the direction of staff engagement into the future.

In summary these key areas are:

- Communication – a staff communication tool is needed such as staff newsletter;
- Senior managers/managers meet with Team Leaders on regular basis - monthly;
- Regular staff/team meetings/managers meetings with staff;
- Managers need to understand needs of departments and equipment to run efficiently;
- At end of each Council meeting policies to ALL staff not just managers and plans from Group Managers;
- Group Manager’s briefing to at least Customer Care team after Council meeting;
- Before implementation of new policies, procedures and operations relevant staff needs to be consulted and have input;
- People’s opinions are considered and respect for ideas;
- Training, Learning and Development – a training and development plan will be developed;
- Appointment of a Work Health and Safety Committee with employee and management representation;
- Emails and getting responses from management - reply to staff requests and proposals;
- Achieve/complete workload with staff resources. Goals/Targets achieved. Achieve work actions and accountability;
- Tools and equipment upgraded as and when required.
- More staff required particularly for preventative maintenance only emergency or urgent jobs done
- Performance Management – a performance management system to be developed in Civica.
WORKFORCE ANALYSIS – PROFILE AND DEMOGRAPHICS

In preparing the Workforce Management Plan, a workforce analysis has been undertaken to establish the demographic profile of Council staff.

The staffing statistics are based on staffing numbers as at 5 June 2017 and at this time there were 146 staff made up of Fulltime, Casual and Part-time employees.

Council identified that overall there were 65 females and 81 males.

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<tr>
<th>Gender of TOTAL – 146 Staff</th>
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<tbody>
<tr>
<td>Females</td>
<td>44.5%</td>
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<tr>
<td>Males</td>
<td>55.5%</td>
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<tr>
<th>Gender of FULLTIME – 85 Staff</th>
<th>Number</th>
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<tr>
<td>Females</td>
<td>33%</td>
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<tr>
<td>Males</td>
<td>67%</td>
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<th>Gender of CASUALS – 58 Staff</th>
<th>Number</th>
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<tr>
<td>Females</td>
<td>60%</td>
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<tr>
<td>Males</td>
<td>40%</td>
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<tr>
<th>PART TIME TOTAL - 3</th>
<th>Gender % of PT Staff</th>
<th>Number</th>
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<tr>
<td>Females</td>
<td>67%</td>
<td>2</td>
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<tr>
<td>Males</td>
<td>33%</td>
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There is an uneven spread of staff ages in the NIRC workforce, with a cumulative 56% of staff over 50 years of age and only 10% of staff between 18 and 35 years of age.
Strategic Challenges & Priorities

The Council acknowledges the ongoing challenges following the restructure to form and develop new areas of local government responsibilities particularly in the areas of compliance with local government reporting and planning requirements. In the past year Council has made some progress in achieving IPR and compliance requirements.

Organisational Change

No matter what roles in the organisation are examined, there are challenges in operating and managing within the changed environment. Council’s staff have moved forward to meet these challenges over the first year of the new Council.

The organisational structure has been changed, projects reallocated and new priorities are being identified from the Delivery Program and Operational Plan. During this first year significant achievements have occurred in meeting the Delivery and Operational Plan 2016/2017. All Council employees should take pride in meeting these achievements with the constraints that have sometimes occurred during the last year.

The Council is looking at the big picture, the positives from the organisational changes and the opportunities which will be created for ongoing staff development and continuous service improvements. The focus will be to achieve high standards of service deliveries and where possible greater efficiencies in key areas.
Community Expectations

The community has had extensive input into the development of the Community Strategic Plan and the Operational Plan and will continue to make valuable input through general submissions and participation in Advisory Committees. The Community expects staff will achieve the activities contained within these Plans. It is the responsibility of all staff to deliver accordingly and for Council to plan appropriately to provide the resources to meet the expectations of the Community.

STRATEGIC PRIORITIES

Key goal:

“Staff are positive and productive, and have the tools and equipment, learning and development to carry out their roles as employees within the Norfolk Island Regional Council – to be the best small Island in the world”.

As a result of staff engagement, including workshop discussions strategic directions and actions have been developed to address the desired outcomes.

The Strategic Directions have been summarised and address the following areas:

1. Communication
2. Regular meeting by senior managers/managers with Team Leaders/Staff.
3. Information / tools available
4. Training and development plan
5. Decision making/responses
6. Organisational culture
7. Skills and Knowledge
8. Motivation
9. Mutual Respect
10. Efficiencies and Effectiveness
11. Establishment of WHS Committee
12. Performance Management

The Action Plan for the Strategic Directions can be seen on the following pages.
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<tr>
<th>Strategic Direction/Outcome</th>
<th>Action</th>
<th>Measure/Progress</th>
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<tbody>
<tr>
<td><strong>1. Communication</strong> is accessible, clear and timely</td>
<td>In conjunction with Managers/Team Leaders and staff develop a communication plan for all staff to ensure information is distributed efficiently.</td>
<td>Staff Newsletter implemented in March 2017 and distributed monthly to all staff with payslips.</td>
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<tr>
<td>Identify a delegate to ensure notice boards are updated in all operational areas and monitor communication distribution channels</td>
<td>Staff receives information as per the Communication Plan. Team Leaders/Section Managers to ensure updated information on notice boards for staff who do not have access to a computer.</td>
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<tr>
<td><strong>2. Information/tools</strong> are readily available for staff to carry out their jobs</td>
<td>Ensure information is readily available for staff.</td>
<td>On the job procedures and handbooks are readily available for staff. Still a work in progress with procedures to be developed. Manuals for plant and equipment should be with relevant Team Leader/Section Leader for easy reference. Material Safety Data Sheets (MSDS) held in relevant sections.</td>
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<tr>
<td>Ensure that plant and equipment is safe and adequate for purpose to operate effectively</td>
<td>Old or unsafe equipment are disposed of. Only satisfactory plant and equipment are used and new items purchased as per asset schedule. Asset schedule reviewed in Australis report March 2017 which identifies plant and equipment useful life. Tools to be identified by employees which require replacement.</td>
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<td>Ensure that plant and equipment registers are implemented and maintained</td>
<td>Maintenance of Council assets is consistent with manuals and agreed service levels. Assets data being imported into Civica database in June 2017 to allow tracking and maintenance to ensure up to date records. Data to be kept up-to-date on “as needs” basis by Council employee already designated to position.</td>
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<td>3. Staff are aware of and compliant with Council’s <strong>Code of Conduct</strong></td>
<td>New staff are provided with a copy of the Code of Conduct as part of their letter of offer</td>
<td>Copies provided with all letters of offers of employment. In letter of offer new staff sign to acknowledge receipt of Code of Conduct prior to commencement of employment with NIRC</td>
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<td>Staff orientation is carried out by the direct supervisor of new staff as soon as possible from commencement and always within the first 5 days</td>
<td>Staff orientation is the norm for new staff and carried out by their direct supervisor. Managers/Team Leaders/Section Leaders to ensure new staff meet with relevant team members and other key internal stakeholders.</td>
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<td>Staff Induction is carried out every 3 months for new staff commenced within that period. Code of Conduct is part of the induction.</td>
<td>Induction program developed and implemented by March 2017. Induction process being refined to ensure all new staff meets with relevant team members and other key internal stakeholders. Respective manager to complete Induction checklist with new employee.</td>
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<td>Formal information sessions/training for all staff, every second year</td>
<td>2016/2017/2020</td>
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<td>Formal information sessions completed 2016/2017 with sessions in July and October 2016, March and May 2017 at GM quarterly presentations to all staff.</td>
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<tr>
<th>4. <strong>Training, learning and development plans</strong> are in place for all staff</th>
<th>An annual training and development plan is produced each year in line with the performance review process and the Operational Plan.</th>
<th>Corporate / Organisational training program completed for 2016/17. Not completed as staff shortages till March 2017 when EMG&amp;HR engaged. Individual staff training assessments by 2017/18 From Work Plans completed by 30/6/2017 relevant managers/supervisors to identify future training required relevant to the position.</th>
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<p>| 5. Staff have input into <strong>decision making</strong> in the areas that are relevant to their position and or team. | Managers and supervisors conduct regular staff meetings with their teams | Minutes are available of staff meetings across all functions of Council. Staff have input into their work area and makes productivity improvements in their day to day work. Senior Managers/Managers to |</p>
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<tr>
<td><strong>6.</strong> The <strong>Organisational Culture</strong> is positive and productive with the majority of staff satisfied in their roles.</td>
<td>General Manager conducts staff sessions each quarter.</td>
<td>February/May/August/November Formal information sessions completed 2016/2017 with sessions in July and October 2016, March and May 2017 at GM quarterly presentations to all staff</td>
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<td></td>
<td>Managers and supervisors listen to and communicate with staff</td>
<td>Discussion forums are held with mixed staff and supervisor groups to learn from each other and understand the broader picture of the organisation. Senior Managers/Managers to meet on regular basis to provide information and feedback. Session arranged for June 2017.</td>
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<td>Two-way communication channels between staff and senior management are open and invite constructive feedback</td>
<td>Achievements are highlighted and celebrated. Staff newsletter includes items highlighting significant work area achievements</td>
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<td></td>
<td>Practical ideas for productivity and continuous improvement are sought out and embraced.</td>
<td>Staff are willing to implement new ideas and systems. Continuous improvement concept is still a work in progress. Concept spoken about at May 2017 GM presentation with staff.</td>
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<tr>
<td><strong>7.</strong> <strong>Staff skills and knowledge</strong> are utilised to maximise output and productivity and to empower staff to make contributions</td>
<td>Update previous skills audit.</td>
<td>Skills audit updated by June 2017. Audit of licences and tickets required first half of this plan to ascertain what skills require review and update. Other skills requiring licences to be held.</td>
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<td>Managers and supervisors to ascertain special skills and knowledge of staff during performance reviews each year.</td>
<td>Performance Review system includes skills audit. Relevant managers/supervisors to identify skills required relevant to the position, to allow HR to arrange appropriate training as and when required.</td>
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<tr>
<td>8. <strong>Staff motivation</strong> to achieve Council’s goals is high.</td>
<td>Supervisors and managers are provided with training in motivational techniques.</td>
<td>Organised Motivational training provided to all managers and team leaders. Implementation may still be required.</td>
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<td>Obstacles to staff performance when identified are proactively managed to improve performance</td>
<td>Performance Management Training provided to all Managers and team leaders. Implementation may still be required.</td>
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<tr>
<td>9. <strong>Staff work well with management and there is mutual respect.</strong></td>
<td>Managers communicate with staff at all levels, actively listen and take on board suggestions.</td>
<td>All Council staff (including management) show mutual respect and, if lack of respect is identified, this is dealt with in a timely manner and rectified. Reinforced at GM’s presentation to all staff regarding respect for people.</td>
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<td></td>
<td>Positive and constructive feed-back is regularly provided to individual staff and to teams whether a job well done or continuous improvement is required.</td>
<td>Feed-back is provided by Managers and supervisors and between staff. Supervisors to work more closely with line staff to ensure open communications two-way process is occurring.</td>
</tr>
<tr>
<td>10. <strong>Efficiencies and Effectiveness</strong> are the norm</td>
<td>Supervisors and managers to map activities, find efficiencies and solutions (including team solutions) for their teams.</td>
<td>All teams to work smarter and more efficiently to ensure services are provided to the community in an efficient and effective manner. Staff feedback from GM session indicated some areas have embraced this concept and now put forward alternative ways of working smarter and better.</td>
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<td></td>
<td>Reduce processing duplication and implement Civica.</td>
<td>Council’s Program Manager to monitor improvements as well as projects. Civica still in infancy stage in relation to some components having been rolled out. Critical that staff are trained in using Civica to get best results across the organisation.</td>
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<tr>
<td>11. <strong>Staff are safe at work</strong> and know what to do if there is an incident, accident or near miss</td>
<td>Staff are informed at Induction of Council’s WH&amp;S procedures and at their worksite orientation, on commencement.</td>
<td>Inductions included safety induction and onsite induction by supervisor or co-worker. WHS now part of regular tool-box talks, team meetings, where WHS issues can be raised. With formation of WHS committee in near future this will be another area</td>
</tr>
<tr>
<td>Action</td>
<td>Details</td>
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<tr>
<td>Recruit a WHS Officer</td>
<td>The WH&amp;S Officer position is recruited by April 2017. Currently external recruitment agency with LG experience recruiting to fill vacancy. Anticipated late June 2017 interviews to be held if suitable candidates identified by recruitment agency.</td>
<td></td>
</tr>
<tr>
<td>Provide appropriate training and regular awareness information</td>
<td>Appropriate WH&amp;S training is provided at various work sites and scheduled for the year. WHS now part of regular tool-box talks, team meetings, where WHS issues can be raised.</td>
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<tr>
<td>12. Council has a robust and fair <strong>Performance Management</strong> system in place.</td>
<td>A Performance Management System is developed and Civica module populated.</td>
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<td>All staff has had Performance Reviews with their supervisor in 2016/17. 2016/2017 Work Plans finalised by 30 June 2017 All staff have work plans in place for consideration of progression performance payment in 2017/18.</td>
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**PERFORMANCE MANAGEMENT**

A Performance Management System will be developed utilising the HR Module in Civica. Delays have occurred from Civica regarding the implementation of this HR module. Still a work in progress. Implementation to be finalised in this year’s plan.

Review of specialised Performance Agreements for General Manager undertaken by independent consultant during 2017 with relevant report back to Mayor and Councillors. Group Managers specialised Performance Agreements reviewed by General Manager during 2017.

An Operational Plan requirement 9.6 requires that staff had Work Plans developed which have been reviewed by their relevant manager, in the last quarter of the Operational Plan, which have to be completed by 30 June. Agreed completion dates are:-

1. Complete a ‘Work Plan (KPI) Document’ for each of your **Team Leaders and Section Leaders** by 30 April 2017
2. Complete a ‘Work Plan (KPI) Document’ for all other **Team Members** by Friday, 16 June 2017

Performance Management should be a day to day activity (positive and constructive feedback to individual staff and teams) with formal appraisals at least annually, with a six monthly meeting with each staff member and their supervisor.

**LEARNING & DEVELOPMENT PLAN 2017-18**

- Equal Employment Opportunity and Antidiscrimination ongoing training for all staff.
- Infocouncil training for new relevant staff as required.
- Audit of licences and tickets held by all staff to address any discrepancies such as expired licences and tickets. Training to be provided to staff on an ongoing basis and organised through Human Resources.
- Report Writing, Motivational Techniques and Performance Management for Managers and supervisors (NSW Local Government Association)
- Grant Funding Submission techniques/writing (Commonwealth) Specialist technical staff.
- Integrated Planning and Reporting (IPR) module and training utilising Civica still to be finalised and rolled out with focus on detailed Community Strategic Plan and Operational Plan.

- Continued Civica Training (Integrated Business Management Software) provided to relevant staff with responsibilities associated with Human Resource (HR) module and Debt Recovery module (Finance) still to be finalised and rolled out.
- Work Health and Safety Training as identified through risk assessment. Implementation of WHS Committee with relevant training to occur to identify risks and carry out a risk assessment.

Training budget: $170K committed for this 2017-18.

Learning and Development Plans for the following years 2017-18, 2018-19 and 2019-20 will be developed in line with the annual Performance Reviews.
NORFOLK ISLAND REGIONAL COUNCIL – ORGANISATION CHART

CORPORATE FINANCE DIVISION

General Manager
Lotta Jackson

Group Manager Services

Group Manager Corporate / Chief Financial Officer

Executive Manager Governance & Human Resources

Manager Customer Care

Customer Services Officer

Customer Services Officer

Customer Services Officer

Customer Services Officer

Team Leader Registry, Courts & Lands

Customer Services Officer Registry, Courts & Lands

Customer Services Officer Registry, Courts & Lands (GIS)

Manager Finance

Team Leader Finance

Finance Officer

Finance Officer

Finance Officer

Knowledge Management (IT)

Knowledge Management (IT)

Knowledge Management (IT)

Knowledge Management (IT)

Knowledge Management (IT)

Customer Services Officer

Customer Services Officer

Customer Services Officer

LEGEND:

Vacant Position

Filled Position

June 2017 - Workforce Organisational Structure