

Norfolk Island Regional Council

Workforce Management Plan

2016 -2020



Version	2019-2020
Date Approved	26 June 2019
Resolution Number	2019/103

This page is intentionally blank.

CONTENTS

1. Contents	3
2. Introduction	4
Message from the General Manager	4
3. Mission, Vision and Values	4
Mission	4
Vision	4
Values	5
4. Workforce Planning Overview	5
5. WORKFORCE OVERVIEW	7
Organisational Structure - Functional Areas	9
6. Staff Engagement	10
Local Government Council Workshops	10
Staff Feedback from Workshop with General Manager	10
7. Workforce Analysis – Profile & Demographics	11
Strategic Challenges	143
Organisational Change	14
Community Expectations	14
8. Strategic Priorities	14
9. Performance Management	21
10. Learning & Development Plan 2019-20	21

INTRODUCTION

Message from the General Manager

This is the third review of the 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 State functions that the Commonwealth has contracted Council to deliver.

Over the third year of this Plan, Council has worked on filling vacant positions and refining the structure to align with the progress to date in the Delivery Program. With the completion of the Environment Strategy, it was identified that new positions were required to execute the actions contained within the Environmental Strategy. Subsequently, Council adopted the following positions: Manager Planning and Environmental Services, and Senior Environment Officer.

Refinements have also been conducted in the Governance and Human Resources section with the removal of the Manager's position following a resignation and some minor changes to ensure that all functions are attended to. See the details in organisation structure at the end of this Plan.

Council management and staff have continued to work on clear communication across the organisation and the monthly newsletter continues to be a success. The General Manager's quarterly staff sessions have been conducted throughout the year with high participation rates.

In the third year, the key project was the development of a Performance Appraisal and Management system. This will be introduced across all sections of Council from 1 July 2019. In addition, guidelines on the implementation of the Enterprise Agreement have also been developed for finalisation in the final year of this Plan.

The key challenge for the last year of the Delivery Program, 2019–2020, is the action and completion of the large projects as well as a very ambitious capital works program. I am confident that staff will work to the best of their abilities to fulfil the actions and targets in the Operational Plan, and therefore also meeting their targets in the Delivery Program.

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 workshop with the Councillors (I CARE):

***I**ntegrity ~ **C**ommunication ~ **A**ccountability ~ **R**espect ~ **E**xcellence*

WORKFORCE PLANNING OVERVIEW

The Council came into being on 1 July 2016. Now in its fourth year which was 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 in to 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 tool box talks and a session with the General Manager attending these tool box talks, to hear first-hand issues relevant to each area. This engagement process will continue to provide opportunities for staff input on a quarterly basis in 2019/2020.

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 continues 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.



WORKFORCE OVERVIEW

During 2018/2019 a significant effort was directed to employee training and upskilling. Throughout this period the following courses have been held on Norfolk Island conducted by qualified accredited trainers.

- Marketing Bootcamp for Tourism staff
- Australasian Inter-Service Incident Management Systems (AIIMS) from QFES for Fire Service, Airport, Telecom, EMNIC, Border Force, Hospital, Parks Australia, some Functional Service Coordinators for agencies attached to EMNI
- A Common Approach to Incident Management – ICCS Plus with Australian Federal Police for Fire Chief and OIC, EMNIC Chair, Deputy and Members, Border Force Manager and 2IC
- External Auditors 3 Presentations - Understanding Local Government Financial Reports; Financial Management Model; Audit Objectives and Common Audit Issues for Mayor, Councillors, General Manager, Group Manager Services, Group Manager Corporate/CFO, Executive Manager Governance and Human Resources, Executive Assistant to Mayor/General Manager.
- Firearms in conjunction with Parks Australia for Airport staff, Pest and Noxious Weeds Officer.
- Elected Members training – Mayor and Councillors
- For Airport staff the following training was undertaken: Dangerous Goods; Cert II Security Operations; Cert II Aviation Transport Protection; Passenger/Non Passenger Screener; Cert II Aviation Transport Protection; Checked Baggage Screener
- Forklift, Confined Spaces, Working at Heights undertaken in conjunction with Burnt Pine Travel
- Department of Home Affairs carried out Airport training for Screening Staff: Threat Detection Training and Education X-Ray Examination.
- Regional Procurement tender training covering: Procurement Awareness Fundamentals; Procurement Awareness Tender Process and Compliance; Probity Audits and Advice.
- First Aid, CPR and Advanced First Aid were conducted by in island St John for employees who required this as part of their position in the areas of Fire Service, Airport, Museums, Customer Care, Liquor Bond.
- Fire Warden training across Council's sites: New Military Barracks, Museums, Customer Care/Telecom, Works Depot, Liquor Bond, Airport, Visitor Information Centre

Employees from across the organisation had the opportunity to participate in training throughout this year. This has been a positive experience for both Council and its employees with recognition that our staff are a valuable resource.

Continuing training is occurring for Fire Service employees with the NSW Rural Fire Service (NSW RFS).

As still a relatively new organisation, in its third year Council has managed to review and map out staffing resources to meet the requirements of the *Local Government Act 1993 (NSW)(NI)* 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 some vacant positions. Throughout its third year Council successfully recruited technical specialist and managerial level positions, in the areas of Environmental Management, Work Health and Safety, Risk and Internal Audit.

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 of these service areas are in need of extensive attention and capital renewal.

During the year Council has undertaken Request for Tender/Request for Quote/Expressions of Interest for 4G Telecommunications Network – Light Mobile System and Fixed Network Upgrade, Site preparation for Composting System, Annual Inspection and Testing of Fire Detection Assets, WIFI Hot Spot Solution, Business Case for the Upgrade to Waste Water Plant, Liquor Bond Website design, Airport Pavement Repair and Resurfacing, Supply of Automatic Compacting Baler (Car Baler), Surplus Items Requirements.

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.

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.

The Governance team still had 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. This position was recruited in April 2019 with the successful applicant commencing July 2019.

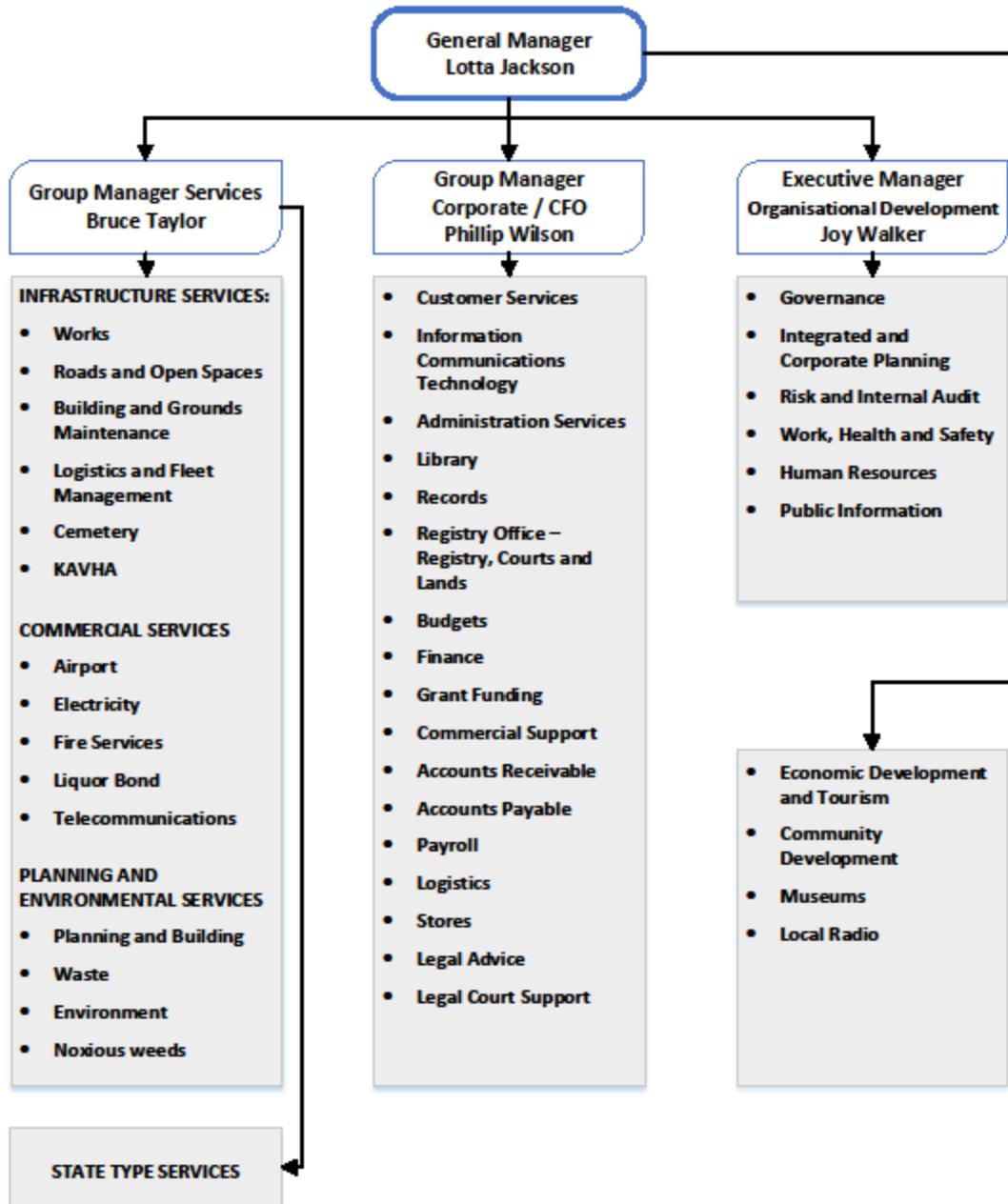
Work Health and Safety has been identified as high risk for the organisation and the Work Health and Safety Committee has been addressing this area. Council filled the position in April 2019 of Work Health and Safety Officer in order to adequately plan, coordinate and implement work place safety policy and practices across all work areas.

Continued training has been prioritised to occur in the fourth 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 2019-2020.

A full audit of licences and tickets held by Council's employees continues 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.

Norfolk Island Regional Council

Organisational Functions Structure



STAFF ENGAGEMENT

Local Government Council Workshops

The General Manager had delivered workshop sessions on a quarterly basis. 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.

Monthly Managers and Team Leaders meetings are held where relevant work issues can be raised. The Council has also established a Work Health and Safety Committee. This committee meets monthly, reviews incidents and provides an update of each areas work health and safety issues.

Staff Feedback from Workshop with General Manager

From the staff sessions held on 21 and 22 January 2019 and 1 February 2019 where 91% of staff attended, the following topics were discussed by the General Manager:

- Financial reports, statutory reporting and other general content of the Annual Report 2017-2018
- Operational Plan 2018-2019
- Workforce Management Plan: Communications, Information Tools, Code of Conduct, Training, Decision Making, Organisational Culture, Skills and Knowledge, Staff Motivation, Safety, Mutual Respect and Efficiencies

There were some general comments/suggestions made during the sessions covering the following topics:

- Inventory of existing infrastructure and facilities
- Assessment of the condition and quality of facilities
- Communication between NIRC and community involvement
- Get to know Council staff and objectives (trust each other then the community will trust us)
- More storage for existing Council catchment areas, including Council buildings, i.e. more tanks at the airport, etc. Council to do audit on all buildings for rain capture, e.g. guttering, tanks and so on
- Catchment water that is running off into the sea, divert from roads to inland
- Better management of sewerage run-off
- Working collaboratively with graziers and private land owners to manage weeds, pests and animal protection

Another staff session was held on 9 and 10 May 2019 with a focus on the draft Operational Plan 2019/2020. 78% of staff attended these sessions.

WORKFORCE ANALYSIS PROFILE & 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 12 May 2019, Pay Period 23 and at this time there were 189 staff made up of Fulltime, Casual and Part-time employees.

Council identified that overall there were 70 females and 119 males.

Gender of TOTAL – 189 Staff		
Females	37%	70
Males	63%	119

Gender of FULLTIME –109 Staff		Number
Females	27%	30
Males	73%	79

Gender of CASUALS – 64 Staff		Number
Females	45%	29
Males	55%	35

Gender of PT Staff 8		Number
Females	100%	8
Males	0%	0

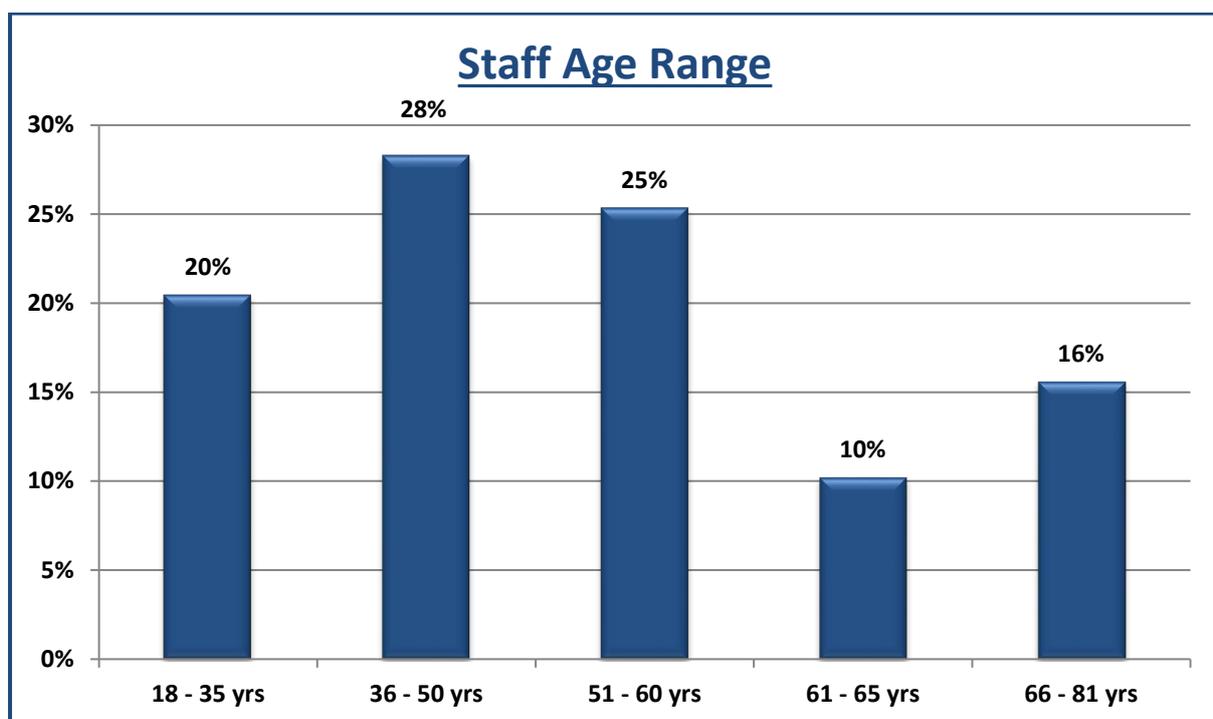
There are thirty-eight (38) Casual staff employed in the following Service Delivery Agreement (SDA) sections.

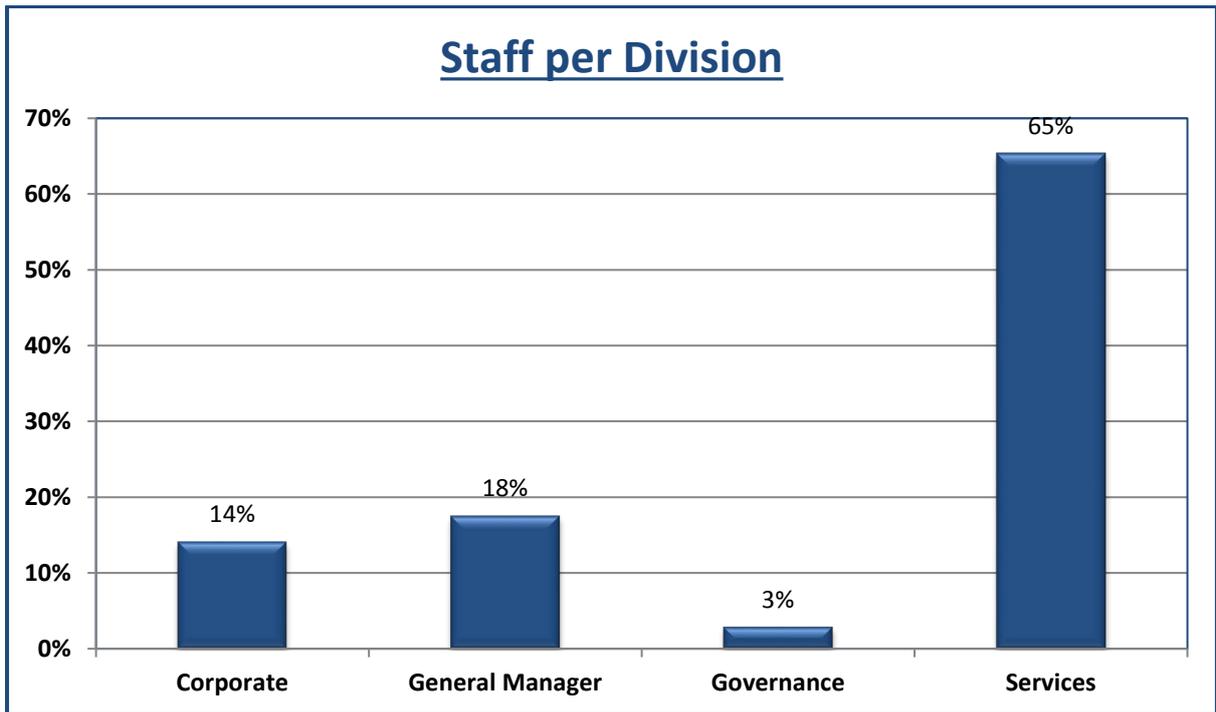
Ports Management – Lighterage 19	Museums 13
Fire Service Auxiliary 3	Healthcare/Workers Compensation 1
Argentine Ants 1	Policing (Certifying Driver's Licences) 1

There are twenty-six (26) Casual staff in others areas of Council.

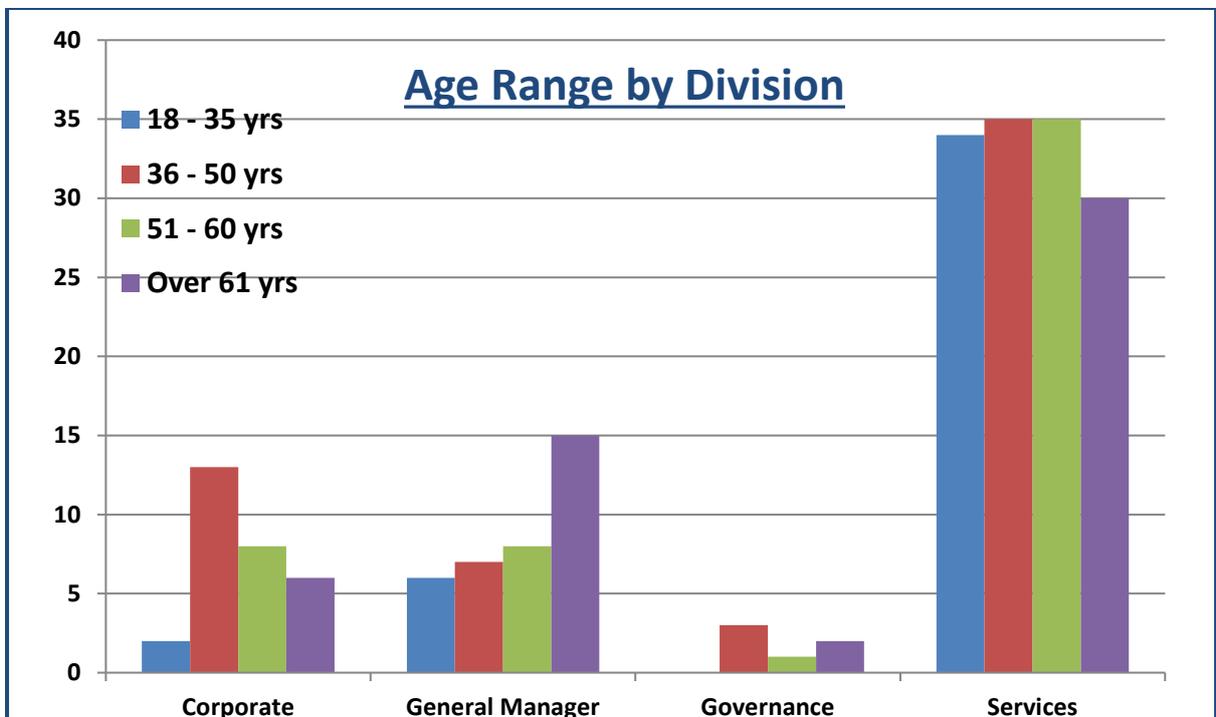
Airport Screeners 7	Radio Announces 5
Tourism 4	Liquor Bond 4
Airport Screening Supervisor 1	Store – Works 1
Waste Management Centre 1	Records 1
Project Officer 1	Library 1

There are eight (8) Permanent Part Time positions, each with one employee within the areas of Finance, Community Development, Tourism, Customer Care, Library, Integrated Planning and Reporting, Planning Office, Liquor Bond.





There is an uneven spread of staff ages in the NIRC workforce, with a cumulative 51% of staff over 50 years of age and 20% of staff between 18 and 35 years of age.



Strategic Challenges

Strategic Challenges and Priorities

The Council acknowledges the ongoing challenges to form and develop areas of local government responsibilities particularly in the areas of compliance with local government and the Norfolk Island legal framework.

In relation to the Integrated Planning and Reporting (IPR) framework progress has been consistent. However, difficulties continue with a conflicting legal framework.

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 continue to move forward to meet these challenges over the third 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 third year significant achievements have occurred in meeting the Delivery and Operational Plan 2018/2019. All Council employees should take pride in meeting these achievements with the constraints that have sometimes occurred during the last year.

In May 2018 the Fair Work Commission approved Council's Enterprise Agreement 2018. This is the first industrial instrument for Council. The Enterprise Agreement has resulted in an adjustment to annual salaries. This document will provide industrial stability for two (2) years and allow Council to move forward as being an Employer of Choice for 2019/2020.

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. Information / tools available
3. Training and development plan
4. Decision making/responses
5. Organisational culture
6. Skills and Knowledge
7. Motivation
8. Mutual Respect
9. Efficiencies and Effectiveness
10. Performance Management system to be introduced
11. Ongoing accredited training opportunities for employees relevant to their position
12. Ongoing stability in workforce with implementation of Enterprise Agreement in May 2018

The Action Plan for the Strategic Directions can be seen on the following pages.

Strategic Direction/Outcome	Action	Measure/Progress
<p>1. Communication is accessible, clear and timely</p>	<p>In conjunction with Managers/Team Leaders and staff, develop a communication plan for all staff to ensure information is distributed efficiently.</p>	<p>A Staff Newsletter was implemented in March 2017 and continues to be distributed monthly to all staff.</p> <p>A staff communication plan will be developed by June 2019.</p> <p>Approved Enterprise Agreement 2018 copies provided at all work locations.</p>
	<p>Identify a delegate to ensure notice boards are updated in all operational areas and monitor communication distribution channels.</p>	<p>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.</p>
<p>2. Information/tools are readily available for staff to carry out their jobs</p>	<p>Ensure information is readily available for staff.</p>	<p>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. Codes of Practice relevant to work area tasks are provided as a guide. Material Safety Data Sheets (MSDS) held in relevant sections.</p>
	<p>Ensure that plant and equipment is safe and adequate for purpose to operate effectively.</p>	<p>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.</p>
	<p>Ensure that plant and equipment registers are implemented and maintained.</p>	<p>Maintenance of Council assets is consistent with manuals and agreed service levels. Assets data imported into Civica database in June 2017 to allow</p>

Strategic Direction/Outcome	Action	Measure/Progress
		tracking and maintenance to ensure up to date records. Data to be kept up-to-date on an “as needs” basis by Council employees already designated to a position.
3. Staff are aware of and compliant with Council’s Code of Conduct	New staff are provided with a copy of the Code of Conduct as part of their letter of offer.	Copies provided with all letters of offers of employment. In the letter of offer, new staff sign to acknowledge the receipt of the Code of Conduct prior to commencement of employment with Council.
	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.	Staff orientation for new staff is carried out by their direct supervisor. Managers/Team Leaders/Section Leaders ensure new staff meet with relevant team members and other key internal stakeholders.
	Staff Induction is carried out every 3 months for new staff commenced within that period. Code of Conduct is part of the induction.	Induction program developed and implemented by December 2019. The induction process is 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. Documentation returned to Human Resources upon completion.
	Formal information sessions/training for all staff, every second year.	These will be conducted in 2016/2018/2020.
4. Training, learning and development plans are in place for all staff	An annual training and development plan is produced each year in line with the performance review process and the Operational Plan.	Corporate/Organisational training program ongoing for 2019/2020. Individual staff training assessments in 2019/2020 from Work Plans completed relevant managers/supervisors to identify future training required relevant to the position.

Strategic Direction/Outcome	Action	Measure/Progress
5. Staff have input into decision making 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 make productivity improvements in their day to day work. Monthly Senior Managers/Managers/Team Leaders meetings are held to provide information and feedback. This has been ongoing since June 2017.
	General Manager conducts staff sessions each quarter.	February/May/August/November GM quarterly presentations to all staff.
6. The Organisational Culture is positive and productive with the majority of staff satisfied in their roles.	Managers and supervisors listen to and communicate with staff.	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/Team Leaders meet to provide information and feedback. Ongoing since for June 2017.
	Two-way communication channels between staff and senior management are open and invite constructive feedback.	Achievements are highlighted and celebrated. Staff newsletter includes items highlighting significant work area achievements.
	Practical ideas for productivity and continuous improvement are sought out and embraced.	Staff are willing to implement new ideas and systems. Continuous improvement concept is still a work in progress.
7. Staff skills and knowledge are utilised to maximise output and productivity and to empower staff to make contributions	Update previous skills audit.	Skills audit completed by June 2019. 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.
	Managers and supervisors to ascertain special skills and knowledge of staff during performance reviews each year.	Performance Review system includes skills audit. Relevant managers/supervisors to identify skills

Strategic Direction/Outcome	Action	Measure/Progress
		required relevant to the position, to allow HR to arrange appropriate training as and when required.
8. Staff motivation to achieve Council's goals is high.	Supervisors and managers are provided with training in motivational techniques.	Organised Motivational training provided to all managers and team leaders. Supervisors Series training undertaken during May 2018.
	Obstacles to staff performance when identified are proactively managed to improve performance.	Performance Management Training provided to all Managers and Team Leaders, once system is developed. Implementation will still be required.
9. Staff work well with management and there is mutual respect .	Managers communicate with staff at all levels, actively listen and take on board suggestions.	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. Managers regularly holding meetings, including tool box talks with their teams to ensure open and transparent communication is occurring. Reinforced at GM's presentation to all staff regarding respect for people.
	Positive and constructive feed-back is regularly provided to individual staff and to teams whether a job is well done or continuous improvement is required.	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.
10. Efficiencies and Effectiveness are the norm	Supervisors and Managers to map activities, find efficiencies and solutions (including team solutions) for their teams.	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.
	Reduce processing duplication and implement Civica.	Council's Customer Care Manager to monitor improvements as well as projects. Civica still in

Strategic Direction/Outcome	Action	Measure/Progress
		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.
11. Staff are safe at work and know what to do if there is an incident, accident or near miss	Staff are informed at the induction of Council's Work Health and Safety (WHS) procedures and at their worksite orientation, on commencement.	Inductions included safety induction and onsite induction by supervisor or co-worker. WH&S is now part of regular tool-box talks and team meetings where WHS issues can be raised. With formation of the WHS committee this will be another area for reinforcement of WHS matters across the whole organisation.
	Recruit a WHS Officer Recruit Risk and Internal Audit Officer	The WHS Officer position has been recruited. The successful applicant commenced 1 April 2019 The Risk and Internal Audit Officer position has been recruited. The successful applicant should commence early July 2019
	Provide appropriate training and regular awareness information.	Appropriate WHS training is provided at various work sites and scheduled for the year. WHS is now part of regular tool-box talks, team meetings, where WHS issues can be raised. WHS incidents, accidents, near misses, issues are raised at the monthly WHS meeting for review and committee input.
12. Council has a robust and fair Performance Management system in place.	A Performance Management System is developed	All staff are to have Performance Reviews with their supervisor in 2019/2020. A Performance Assessment system has been finalised and will be rolled out from 1 July 2019. All staff to have work plans in place by end of 2019.

PERFORMANCE MANAGEMENT

A Performance Management System has been developed. Implementation to be finalised in this year's plan. A consultant has been appointed to develop a Performance Management framework now that the Enterprise Agreement 2018 has been ratified.

Review of specialised Performance Agreements for the General Manager undertaken by independent consultant during 2019/2020 with relevant report back to the Mayor and Councillors. Group Managers specialised Performance Agreements reviewed by General Manager and independent consultant during 2019/2020.

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 2019-2020

- Equal Employment Opportunity and Anti-discrimination ongoing training for all staff.
- Bullying and Harassment training for all staff, by e-learning or face to face.
- 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.
- Ongoing update of competencies for relevant staff as required for their position.
- 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. Work Health and Safety (WHS) Committee has been established with relevant training to occur to identify risks and carry out a risk assessment.