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INTRODUCTION

Message From The General Manager

This is the first 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 will inevitably have to be modified over the years 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 also need to consider specialist consultants to assist where necessary.

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 am looking 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):

*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 2016 / 2017.

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 maintain the required professional capacity, corporate and operational service levels and to ensure legislative compliance where required.
SITUATIONAL ANALYSIS

As a new organisation, the first few months have 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 difficulties in attracting a reasonable pool of applicants for basic, trades, professional/technical specialist and managerial level positions. This has created associated significant challenges with shortages of staff in important roles at this very critical time of forming new work groups and setting up a new organisation. To add to these complexities the 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.

Several gaps have been identified in the transitional organisational structure with the most prominent being the lack of resourcing of the functions of human resources, records management and work health and safety. Other much needed positions which have now been included in the reviewed organisational structure, for future recruitment, are legal secretary, planning secretary, asset finance officer and economic development coordinator.

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 requires 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 includes 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 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 was 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 will need to fill the position of Work Health and Safety Officer in order to adequately plan, coordinate and implement workplace 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. Project Management training has been provided this year to key staff in August and October workshops, and report and submission training have been prioritised to occur in the first year of this plan. It is however, anticipated that Council will need to engage consultants with technical specialist knowledge for certain projects. Additional training requirements will be identified by team leaders and staff in the various sections and included in an organisational training plan for the second half of 2016/17.

As a result of the intensive situational analysis and staffing and skill gaps identified, the functional areas and the organisational structure have been refined accordingly and will continue to be reviewed to ensure appropriate resources are available.

For the detailed organisational chart illustrating all current positions and where they sit within the 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 first 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: Commercial Hub, Governance & HR and Services, and an Economic Development section that includes Tourism, Museums and Library Services, reporting directly to the General Manager.

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 Commercial Hub 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 policy development, planning and reporting, legal advice, program planning, internal audit, records management and public information. This branch also has oversight of the local radio broadcasting service.
**STAFF ENGAGEMENT**

In preparation for the transition from the Administration of Norfolk Island (ANI) to the Norfolk Island Regional Council, all existing ANI staff was required to attend a workshop session entitled ‘Introduction to Local Government’ facilitated by ‘Local Government NSW – Learning Solutions in April 2016. This training provided a basic introduction to the essential workings of a Regional Council. It covered areas such as the Council structure, key working relationships, Council opportunities, obligations and challenges, and the types of services typically provided to the community. The ongoing engagement with Council employees will be essential and of great value in establishing Council procedures and improved customer service levels.

The hosting of Council ‘all-staff’ workshops, professional development, training and information sessions will ensure that Council staff is actively involved in all aspects of Council’s strategies to maintain a skilled and competitive workforce.

Additionally the following training workshops, provided by ‘Local Government NSW – Learning Solutions’, were organised for prospective Councillors and senior management:

- Elected Life
- Strategic Planning
- Internal Audit Familiarisation Seminar

**Local Government Council Workshops**

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

**Workshops held in July and October 2016**

“New Beginnings – Community Strategic Plan & Communications from the General Manager” held on 21 and 22 July 2016. The presentation was attended by 82 staff in total, with 10 staff unable to attend on this occasion.

The workshops were presented by the General Manager and provided an opportunity for her to meet all staff face-to-face and to address and clarify the way that the Council will work within the integrated planning and reporting framework, with a focus on the Community Strategic Plan. The session also included training and information on the Local Government framework, Council’s Charter and the Code of Conduct.

The staff sessions included a SWOT analysis where staff identified strengths, weaknesses, opportunities and threats for the organisation. The SWOT process was conducted in small teams reporting back to the entire group and results were later collated and presented to management and at the next all staff workshops in October.

The recorded input to the SWOT analysis require no explanation other than to explain that where there were multiple responses in the same or very similar vein, the foremost response wording was used. Strengths, Weaknesses, Opportunities and Threats, identified by the attendees were as below:
Strengths:

1. Multi-skilled staff 15
2. Local Knowledge 13
3. Respect/Unity/Cohesion 8
4. Retention of experience 7
5. Resourcefulness 5
6. Community direction/support 5

Weaknesses:

1. Aging Infrastructure 12
2. Funding 11
3. Training needs 9
4. Communications 8
5. Isolation 7
6. Lack of local consultation 5

Opportunities:

1. Grants Funding 13
2. Growth/Training/Upskilling 5
3. Tourism 4
4. Environmental best practice 3
5. Rebuild Community 2
6. Communications / Innovations 2 (each)

Threats:

1. Decline in Tourism 6
2. Lack of Funding 5
3. Negativity 4
4. Lack of Infrastructure 4
5. Youth migration/Population decline 3 (each)
6. Airline Service/Loss of Culture/Red Tape 3 (each)

The SWOT analysis has been taken into account in developing the Strategic Action Plan that can be seen in the ‘Strategic Priorities’ section of this Plan.

“Time for Action” was held on 6 and 7 October and was the second in the planned series of staff sessions presented by the General Manager.

This session covered an outline of achievements since the last workshop “New Beginnings”, staff feedback on their SWOT analysis, a specific focus on the actions within the Operational Plan 2016/17, the status of the Enterprise Agreement, the draft Equal Employment Opportunity Management Plan (including asking staff for feedback) and finally an opportunity for all staff to participate in filling out a Staff Survey.

The attendance numbers for 6/7 October over the 3 sessions was a total of 81 staff.
Staff Survey

A confidential staff survey was completed by 78 NIRC staff in October 2016. The information collected represents all Divisions/Branches of the Council, broken down as follows:

- General Managers Office  3
- Commercial Hub        17
- Governance & HR       5
- Services              53

The survey results were extremely valuable and identified several key areas that will guide the Strategic Actions within this Plan so that staff can fulfil the outcomes within the Delivery Program.

In summary these key areas are:

- Communication – a staff communication plan is needed;
- Information / tools (availability of);
- Code of Conduct (agreed behaviour) – staff demonstrated a solid awareness of the Code of Conduct (93% either agreeing or strongly agreeing to being familiar with the Code);
- Training, Learning and Development – a training and development plan will be developed;
- Decision making – staff will be included in decision making that affect their area of responsibility within the organisation;
- Organisational culture - the organisation will embrace a culture of working together for the community by being efficient and effective in the use of public resources;
- Skills and knowledge – capabilities, succession planning and creative solutions will be captured and promoted;
- Motivation – managers and supervisors need to take a motivational approach in their leadership;
- Mutual Respect – staff demonstrated a high degree of mutual respect;
- Efficiencies and Effectiveness – all functional areas to address efficiencies in their respective teams and also across functions to avoid a silo mentality;
- Safety at Work – awareness raising and the appointment of a Work Health and Safety Officer;
- Performance Management – a performance management system to be developed in Civica.

The full results of the surveys can be seen in Appendix 2.
**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 25 November 2016 and at this time there were 139 staff made up of Fulltime, Casual and Part-time employees.

Council identified that overall there were 60 females and 79 males.

<table>
<thead>
<tr>
<th>Gender of TOTAL – 139 Staff</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Females</td>
<td>43.2%</td>
<td>60</td>
</tr>
<tr>
<td>Males</td>
<td>56.8%</td>
<td>79</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender of FULLTIME – 82 Staff</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Females</td>
<td>33%</td>
<td>25</td>
</tr>
<tr>
<td>Males</td>
<td>67%</td>
<td>57</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender of CASUALS – 53 Staff</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Females</td>
<td>60%</td>
<td>32</td>
</tr>
<tr>
<td>Males</td>
<td>40%</td>
<td>21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART TIME TOTAL - 4</th>
<th>Gender % of PT Staff</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Females</td>
<td>75%</td>
<td>3</td>
</tr>
<tr>
<td>Males</td>
<td>25%</td>
<td>1</td>
</tr>
</tbody>
</table>
There is an uneven spread of staff ages in the NIRC workforce, with a cumulative 59% of staff over 50 years of age and only 10% of staff between 18 and 35 years of age.
Strategic Challenges

Strategic Challenges & Priorities

The Council acknowledges the challenges to restructure some of the former Administration of Norfolk Island sections and to form and develop new areas of local government responsibilities particularly in the areas of compliance with local government reporting and planning requirements.

Organisational Change

No matter what roles in the organisation are examined, there are challenges in operating and managing within the changed environment.

The organisational structure has been reformed, in some cases roles have changed, projects have been reallocated and new priorities are being identified from the Delivery Program and Operational Plan.

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. It is assumed that the Community anticipate that 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, SWOT analysis and survey results, 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 (availability of)
3. Code of Conduct (agreed behaviour)
4. Training, Learning and Development
5. Decision making
6. Organisational culture
7. Skills and Knowledge
8. Motivation
9. Mutual Respect
10. Efficiencies and Effectiveness
11. Safety at Work
12. Performance Management

The Action Plan for the Strategic Directions can be seen on the following pages.
<table>
<thead>
<tr>
<th>Strategic Direction/Outcome</th>
<th>Action</th>
<th>Measure/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>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>Communication Plan developed by March, 2017</td>
</tr>
<tr>
<td></td>
<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.</td>
</tr>
<tr>
<td>2. <strong>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.</td>
</tr>
<tr>
<td></td>
<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 tools and equipment are used and new items purchased as per asset schedule.</td>
</tr>
<tr>
<td></td>
<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.</td>
</tr>
<tr>
<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.</td>
</tr>
<tr>
<td></td>
<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.</td>
</tr>
<tr>
<td></td>
<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.</td>
</tr>
<tr>
<td></td>
<td>Formal information sessions/training for all staff, every second year</td>
<td>2016/2018/2020</td>
</tr>
<tr>
<td>Strategic Direction/Outcome</td>
<td>Action</td>
<td>Measure/Progress</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 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 completed for 2016/17  
Indivdual staff training assessments by 2017/18                                             |
| 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  
General Manager conducts staff sessions each quarter. | 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.  
February/May/August/November                                                                      |
| 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  
Two-way communication channels between staff and senior management are open and invite constructive feedback  
Practical ideas for productivity and continuous improvement are sought out and embraced. | Discussion forums are held with mixed staff and supervisor groups to learn from each other and understand the broader picture of the organisation.  
Achievements are highlighted and celebrated.  
Staff are willing to implement new ideas and systems                                                |
| 7. Staff skills and knowledge are utilised to maximise output and productivity and to empower staff to make contributions | Update previous skills audit.  
Managers and supervisors to ascertain special skills and knowledge of staff during performance reviews each year. | Skills audit updated by June 2017.  
Performance Review system includes skills audit.                                                    |
| 8. Staff motivation to achieve Council’s goals is high.                                     | Supervisors and managers are provided with training in motivational techniques.  
Obstacles to staff performance when identified are proactively managed to improve performance | Organised Motivational training provided to all managers and team leaders  
Performance Management Training provided to all Managers and team leaders.                         |
<p>| 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. |</p>
<table>
<thead>
<tr>
<th>Strategic Direction/Outcome</th>
<th>Action</th>
<th>Measure/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Positive and constructive feedback 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.</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.</td>
</tr>
<tr>
<td></td>
<td>Reduce processing duplication and implement Civica.</td>
<td>Council’s Program Manager to monitor improvements as well as projects.</td>
</tr>
<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.</td>
</tr>
<tr>
<td></td>
<td>Recruit a WHS Officer</td>
<td>The WH&amp;S Officer position is recruited by April 2017.</td>
</tr>
<tr>
<td></td>
<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.</td>
</tr>
<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>
<td>All staff has had Performance Reviews with their supervisor in 2016/17. All staff have work plans in place for consideration of progression performance payment in 2017/18.</td>
</tr>
</tbody>
</table>
**Performance Management**

A Performance Management System will be developed utilising the HR Module in Civica. It is anticipated that this will be available by April / May 2017.

In the interim, all Senior Staff (group Managers and General Manager) have specialised Performance Agreements developed by an independent facilitator; Managers have Performance Agreements that are aligned to their Position Description and the activities in the Operational Plan relevant to their position.

All other staff will have a work plan / performance agreement developed from January 2017 onwards concurrently with the review of all Position Descriptions and reclassification of positions subsequent to the Enterprise Agreement being signed off.

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 2016 / 17**

**July to December**

- 3 day Project Management training workshops were delivered to selected staff to enable improved support to major projects in the Operational Plan and Delivery Program such as Waste Management, Sustainable Energy, Airport Plan and Telecommunications.

- Specific legislated tickets and first aid training provided to staff on an ongoing basis and organised through HR.

- Extensive Civica Training (Integrated Business Management Software) provided to all staff with responsibilities associated with the various modules. ($100,000 set aside for this)

- Code of Conduct Training for all staff.

- *Introduction to Local Government* sessions for all staff.

- Integrated Planning and Reporting session for all staff with focus on detailed Community Strategic Plan and Operational Plan.

- Equal Employment Opportunity and Antidiscrimination Training for all staff.

- Infocouncil Administrator training
January to June

- Report Writing, Motivational Techniques and Performance Management for Managers and supervisors (NSW Local Government Association)
- Grant Funding Submission techniques/writing (Commonwealth) Specialist technical staff.
- Specific legislated tickets and first aid training provided to staff on an ongoing basis and organised by team leaders through HR.
- Continued Civica Training (Integrated Business Management Software) provided to all staff with responsibilities associated with the various modules.
- Work Health and Safety Training as identified through risk assessment.

Training budget: $150K committed for this 2016/17.

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.
APPENDIX 2

Identify the Division you work in

- General Managers Office: 53
- Commercial Hub: 17
- Governance: 5
- Services: 3

I currently have the information/tools I need to get my job done

- Strongly Disagree: 3 (4%)
- Disagree: 28 (36%)
- Undecided: 12 (15%)
- Agree: 33 (42%)
- Strongly Agree: 2 (3%)

I am familiar with the Code of Conduct for the Council

- Strongly Disagree: 1 (1%)
- Disagree: 13 (17%)
- Undecided: 2 (2%)
- Agree: 59 (76%)
- Strongly Agree: 4 (3%)

Workforce Management Plan 2016-2020
I understand how my work impacts the Community & Council's goals

- Strongly Disagree: 4 (5%)
- Disagree: 23 (30%)
- Undecided: 51 (65%)
- Agree: 4 (5%)
- Strongly Agree: 26 (34%)

I am satisfied with my opportunities for job-training and professional growth

- Strongly Disagree: 22 (28%)
- Disagree: 18 (23%)
- Undecided: 24 (31%)
- Agree: 9 (11%)
- Strongly Agree: 5 (6%)

I am involved in decision making that affects my job

- Strongly Disagree: 2 (3%)
- Disagree: 18 (23%)
- Undecided: 36 (46%)
- Agree: 16 (20%)
- Strongly Agree: 6 (8%)

Workforce Management Plan 2016-2020
I am satisfied with the culture in my workplace

- Strongly Disagree: 1 (1%)
- Disagree: 7 (9%)
- Undecided: 15 (19%)
- Agree: 44 (57%)
- Strongly Agree: 11 (14%)

I know my job requirements and what is expected of me on a daily basis

- Strongly Disagree: 1 (1%)
- Disagree: 2 (3%)
- Undecided: 5 (6%)
- Agree: 52 (67%)
- Strongly Agree: 18 (23%)

I have received the training I need to do my job efficiently and effectively

- Strongly Disagree: 5 (6%)
- Disagree: 16 (21%)
- Undecided: 14 (18%)
- Agree: 38 (49%)
- Strongly Agree: 5 (6%)

Workforce Management Plan 2016-2020
Management recognises and makes use of my abilities and skills

- **Strongly Disagree**
- **Disagree**
- **Undecided**
- **Agree**
- **Strongly Agree**

I am inspired to meet my goals at work

- **Strongly Disagree**
- **Disagree**
- **Undecided**
- **Agree**
- **Strongly Agree**
- **No Response**

I am treated with respect by the people I work with

- **Strongly Disagree**
- **Disagree**
- **Undecided**
- **Agree**
- **Strongly Agree**
- **No Response**
I am treated with respect by management

- Strongly Disagree: 1%
- Disagree: 1%
- Undecided: 3%
- Agree: 17%
- Strongly Agree: 22%
- No Response: 58%

In my section, employees adapt quickly to challenging situations

- Strongly Disagree: 1%
- Disagree: 3%
- Undecided: 7%
- Agree: 47%
- Strongly Agree: 60%
- No Response: 9%

I am encouraged to develop new or more efficient ways to do my work

- Strongly Disagree: 1%
- Disagree: 9%
- Undecided: 10%
- Agree: 14%
- Strongly Agree: 60%
- No Response: 13%
I feel safe in my workplace

- Strongly Disagree: 1 (2%)
- Disagree: 3 (4%)
- Undecided: 8 (10%)
- Agree: 50 (64%)
- Strongly Agree: 1 (1%)
- No Response: 1 (1%)

I know what to do in the event of an incident or accident

- Strongly Disagree: 1 (1%)
- Disagree: 12 (15%)
- Undecided: 5 (7%)
- Agree: 54 (69%)
- Strongly Agree: 2 (3%)
- No Response: 4 (5%)

Communication between management and staff is good at the NIRC

- Strongly Disagree: 5 (6%)
- Disagree: 5 (6%)
- Undecided: 3 (4%)
- Agree: 31 (40%)
- Strongly Agree: 15 (19%)
- No Response: 19 (24%)
Council Managers recognise strong job performance

- Strongly Disagree: 1 (1%)
- Disagree: 3 (4%)
- Undecided: 8 (10%)
- Agree: 14 (18%)
- Strongly Agree: 22 (28%)
- No Response: 30 (39%)

Workforce Management Plan 2016-2020