



Australian Government



Queensland
Government

Norfolk Island State-Level Service Delivery

2022-2023 Overview

October 2023

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Acknowledgement

The Queensland Government would like to recognise the rich culture and history of Norfolk Island, and the role of local stakeholders to help inform place-based service design and delivery of Qld services.

The local knowledge and lived experience of Norfolk Islanders is critical to shaping the delivery of culturally and contextually appropriate services for the island.

Executive Summary

In October 2021, the Queensland (Qld) and Commonwealth (Cth) governments entered an enduring partnership to support the delivery of state-level services to the Norfolk Island community.

Service delivery under the partnership commenced on 1 January 2022, with Qld becoming responsible for providing operational support and advice to the Norfolk Island Health and Residential Aged Care Service (NIHRACS), co-ordination of clinical pathways to Qld-based healthcare and the operation of the Norfolk Island Central School.

In late 2022, Qld commenced supporting delivery of apprenticeship and traineeship services to the Norfolk Island community.

This report outlines key achievements for 2022-23. Highlights include:

- Working with Cth and local representatives on establishing the Norfolk Island Governance Committee.
- Implementation of the Apprenticeships and Traineeships Service Schedule and provision of access to school-based apprenticeships and traineeships for NICS students.
- Thirteen apprenticeship and traineeship training contracts were registered by Qld.
- Implementation of Norfolk language curriculum from Prep to Year 10 in 2023 at Norfolk Island Central School.
- Supporting the upskilling of NIHRACS staff through training at Queensland Health facilities and access to online courses.
- Developing service proposals for the delivery of nephrology, geriatric and paediatric services, including on island services.

Qld's experience and capability in supporting and delivering high quality state services in remote and island settings has allowed for the successful delivery of services specifically tailored to meet the unique needs of the Norfolk Island community.

In 2023-24 the focus on enhancing services to Norfolk Island will continue. Work will also be undertaken, through the Norfolk Island Governance Committee, to develop and design solutions that support fit-for-purpose services suited to the local context and unique culture of Norfolk Island.

Additional services under exploration include Corrections, Worker Screening Checks, Regulation of Early Childhood Education and Care, High Risk Work Licensing, Biosecurity, Public Guardianship and Port Management.

Service Delivery Arrangements

Services

In October 2021, the Queensland (Qld) and Commonwealth (Cth) governments signed the *Intergovernmental Partnership Agreement on State Service Delivery to Norfolk Island* (IGA), which included a commitment for Qld to commence delivery of initial health and education services on 1 January 2022.

Shortly after the IGA was executed, the Department of the Premier and Cabinet (DPC), Queensland Health (QH) and the Department of Education (DoE) executed supporting operational agreements with the Cth, namely the Central Policy and Coordination Schedule, Health Service Schedule and Education Service Schedule. Each Schedule outlines detailed arrangements to support the delivery of services under the IGA, including roles and responsibilities, funding arrangements and legislation to be applied to Norfolk Island.

In addition to the initial health and education services, the IGA committed Qld to work with the Cth to consider the provision of additional services over time, subject to negotiation and approval by the Qld Government. Later in 2022, the then Department of Employment, Small Business and Training executed the Apprenticeship and Traineeship Service Schedule to support delivery of Apprenticeships and Traineeships to the Norfolk Island community.

Further information

Further information on state service delivery arrangements can be found on the Cth Department of Infrastructure, Transport, Regional Development, Communications and the Arts website at:

https://www.infrastructure.gov.au/territories-regions-cities/territories/norfolk_island/norfolk-island-state-services-partnership.

Department of the Premier and Cabinet

Services

The Department of the Premier and Cabinet (DPC) has whole-of-government leadership and oversight of the delivery of state-level services to Norfolk Island under the Central Policy and Coordination Schedule.

DPC works across Qld Government service delivery agencies to:

- Support consultation with the Norfolk Island community
- Support negotiation of Service Schedules, which outline how state-like services are to be delivered by Qld and the roles and responsibilities of key parties
- Consider additional service delivery requirements
- Undertake strategic management and oversight of the IGA

Statement of Intent – DPC is committed to working with the Norfolk Island Community through the Norfolk Island Governance Committee to ensure Norfolk Island history, culture and local knowledge are reflected in decision-making, with a priority on locally-based service solutions where possible.

Achievements

- Finalised the Apprenticeships and Traineeships Service Schedule.
- Represented the Qld Government in community consultation and design of the Norfolk Island Governance Committee.
- Developed and implemented whole-of-IGA governance and risk management arrangements to support the effective delivery of services to Norfolk Island.
- Managed the 2022-23 Budget and Reporting processes.
- Continued coordination of additional service consideration, including:
 - Corrections
 - Worker Screening Checks
 - Regulation of Early Childhood Education and Care
 - High Risk Work Licensing
 - Biosecurity
 - Public Guardianship
 - Ports management

Focus for 2023-2024

In 2023-2024 there will be a focus on:

- Working through the NIGC on issues important to the community.
- Enhancing engagement with the Norfolk Island community in accordance with the Cth's Norfolk Island Community Engagement Framework, including through representation on the Norfolk Island Governance Committee.
- Continuing to support the implementation and enhancement of existing state-level services, including education, health advisory services and apprenticeships and traineeships.
- Working in partnership to consider the provision of worker screening checks and regulation of early childhood education and care on Norfolk Island.
- Ensuring terms and conditions under the IGA continue to align to Qld whole-of-government interests and are meeting the needs of the Norfolk Island community.

Department of Education

Services

The Department of Education (DoE) is responsible for education service provision and operation of the Norfolk Island Central School under the Education Service Schedule.

Year in review

In 2022-2023, DoE successfully delivered key actions and achieved important milestones for the effective operation of NICS during the transition period. This progress includes implementing the Australian and Qld curriculums, enhancing operational efficiency, and strengthening community relations. Additionally, significant investments have been made in building staff capability and establishing connections to regional services.

What our stakeholders are telling us

School leaders have provided positive feedback as regional specialist support for NICS has been increased and connected as part of an integrated service delivery process.

The Council of Elders, through consultation with language owners in the development of the Norfolk Language Program, is extremely pleased to witness the school's strengthened role in meeting the objectives of Norfolk Language revitalisation (see case study).

Achievements

- Implemented consistent curriculum planning processes across all year levels.
- Introduced the Queensland Certificate of Education (QCE) for students in Year 11 in 2023.
- Commenced Queensland Vocational Education and Training (VET) delivery in 2023 for students in Years 10 and 11.
- Provided access to school-based apprenticeships and traineeships for NICS students.
- Implemented the Norfolk language from Prep to Year 10 in 2023 (see case study).
- Supported NICS students participating and excelling in representative sports (surfing, squash, and golf).
- Appointed a lead principal to support the leadership team and continued transition.
- Created a range of specific incentives and benefits for teachers employed at NICS in recognition of the unique nature of Norfolk Island.
- Finalised the review of rental assistance support, with an increase in payment, backdated to January 2023, for eligible teachers.
- Provided additional support for staff wellbeing with employees able to access Employee Assistance Program counselling sessions online, via phone or in person on Norfolk Island.
- Facilitated access to the Student Wellbeing Boost for extra mental health and wellbeing resources and initiatives for NICS students.
- Approved the Business-As-Usual (BAU) Plan for DoE's delivery of education services from January 2024.
- Published the NICS Policy and Procedure Manual.

Case Study – Norf’k Language Program

In 2022, the Norfolk Island Council of Elders, the Parents and Citizens’ Association (P&C), and NICS developed a *Joint Commitment Statement* to preserve, promote, and revitalise the Norf’k language and culture at NICS. Working in consultation with language owners and turning this commitment into action has been a top priority for the school and community.

Commencing in 2023, the Norf’k Language Program has become an integral part of the curriculum at NICS. All students from Prep to Year 8 study Norf’k, and students in Years 9–10 may study it as an elective.

The Norf’k Language Program is aligned with the Australian Curriculum: Languages, specifically the Language Revitalisation Learner (LR) Pathway.

The Council of Elders plays a critical role in approving curriculum plans for the program. Additionally, the community and Elders actively engage in Norf’k language classes across all year levels, sharing their experiences and stories in Norf’k language during class visits and exploring significant island locations during excursions.

Progress of the program is shared with the P&C and the Council of Elders, and recent feedback from the school review at NICS has reaffirmed the community’s strong appreciation for the Norf’k Language Program.

Focus for 2023-2024

- Enhancing teaching and learning practices at NICS through a four-year plan based on insights from the school review (August 2023).
- Expanding and improving regional systems and processes to optimise support and service delivery to NICS.
- Supporting school leaders and teachers in the first year of QCE implementation, with Year 11 students commencing the QCE system for the first time in 2023.
- Supporting successful student outcomes for students undertaking a QCE or Queensland Certificate of Individual Achievement in 2023-2024.
- Consulting with the Department of the Premier and Cabinet, Queensland Treasury and the Department of Justice and Attorney-General on work relating to Working with Children Checks (WWCCs).
- Continuing to explore options for employment of school support staff at NICS, with consideration of the work relating to WWCCs.
- Implementing the Business As Usual Plan for education service delivery from January 2024.
- Updating the NICS Policy and Procedure Manual as required.

Queensland Health

Services

Queensland Health (QH) is responsible for providing operational support and advice to the Norfolk Island Health and Residential Aged Care Service (NIHRACS) and co-ordination of clinical pathways to Qld-based healthcare under the Health Service Schedule. The operational functions are currently being performed by Metro North Health and Hospital Service (MNHHS) with oversight by QH.

Year in review

MNHHS has continued to provide a range of support to NIHRACS and has formalised a number of service models for the delivery of clinical services. MNHHS has valued the opportunity to engage with the broader Norfolk Island community by attending the NIHRACS Health and Wellbeing Expo in September 2022. Partnerships with other agencies on Norfolk Island have also been consolidated through participating in the Brisbane North Public Health Network-led 'Health Needs Assessment'.

What our stakeholders are telling us

MNHHS has received positive feedback from the Norfolk Island community about the timely access to care and the quality of care received at our facilities. NIHRACS staff have appreciated the opportunity to access a range of MNHHS clinical education and training supports.

Achievements

- Completed an accreditation peer review to assist NIHRACS to identify priority actions to prepare for accreditation.
- Supported 80 Norfolk Island community members (including staff from NIHRACS and other service providers) to be fit tested to safely and securely wear N95/P2 masks.
- Finalised service proposals for the delivery of nephrology, geriatric and paediatric services, including on island services.
- Supported NIHRACS staff to participate in a Trauma Review Committee and present a case review to promote a shared understanding of trauma management and complexities in the Norfolk Island context.
- The Public Health Team led an evaluation of the Norfolk Island response to COVID-19 from a health system perspective. The findings will build capacity and capability for Norfolk Island to respond to future pandemic/ disaster scenarios.
- Supported the upskilling of NIHRACS staff through training at MNHHS facilities and access to online courses.
- Worked collaboratively with the Brisbane North Primary Health Network to progress a health needs assessment to inform service development.
- From 1 July 2022 to 30 June 2023:
 - Supported over 300 inpatient admissions into MNHHS and facilitated 58 Air Medical Retrievals (48 of which were received by MNHHS)
 - 1178 Outpatient Specialist referrals received and 1265 appointments held.
 - 48% of all outpatient consultations conducted virtually or via telephone, so residents/visitors have not had to travel to access medical consultations.
 - 162 Allied Health referrals received and a total of 142 Allied Health appointments held.
 - 263 admissions to the MNHHS Virtual Ward (note total from 1 January 2022 to 30 June 2023 was 779)

Case Study – Nephrology

In April 2023, a Consultant Nephrologist and Nephrology Clinical Nurse Consultant from the Royal Brisbane and Women's Hospital travelled to Norfolk Island for a scoping visit. The purpose of the visit was to meet the NIHRACS team and determine an appropriate support model for nephrology care and dialysis on the island. A number of components were considered, including: a system for dialysis supplies; a support pathway to link the patients on dialysis and clinicians caring for them with the MNHHS home dialysis clinical team; and a system to deliver outpatient nephrology clinics. It was also identified that an education program to upskill the NIHRACS nursing staff to appropriately recognise and manage dialysis related issues would be necessary. A Registered Nurse from NIHRACS travelled to Brisbane for a placement with the Home Training Unit to develop hands on skills for managing peritoneal dialysis.

A successful monthly telehealth service has been established to provide nephrology outpatient clinics. A pathway to renal transplantation is now in place. Nurses from the Home Training Unit provide scheduled and emergency support to patients on dialysis and clinicians are supported by email or phone support when needed.

From 1 July 2022 – 30 June 2023 there were 13 New Nephrology Outpatient appointments, 120 Review Nephrology Outpatient appointments and 4 inpatient admissions for Peritoneal Dialysis.

Focus for 2023-2024

In 2023-24, there will be a focus on:

- Continuing to support NIHRACS as it prepares for accreditation.
- Working with NIHRACS to assist in formalising education and training support for staff.
- Promoting the use of virtual care, including Telehealth, where clinically appropriate so residents can receive care as close to home as possible.
- Continuing to support the Commonwealth with potential changes to the Norfolk Island health legislative framework.

Department of Youth Justice, Employment, Small Business and Training

Services

The Department of Youth Justice, Employment, Small Business and Training (DYJESBT) is responsible for the registration and support of apprenticeship and traineeship training contracts on Norfolk Island commencing on or after 1 January 2022 under the Apprenticeship and Traineeship Service Schedule.

Year in review

Qld commenced responsibility for registering and supporting apprenticeships and traineeships on 3 November 2022.

The service has enabled Norfolk Island residents to register apprenticeship and traineeship training contracts for full time, part time and school-based training contracts with the Qld Government. The arrangements have also enabled the establishment of school-based apprenticeships and traineeships on Norfolk Island for the first time.

During the 2022-23 Financial Year, 12 apprentices and trainees were registered under Qld's delivery component of vocational education and training services for Norfolk Island. There were 11 full-time apprentices and one school-based trainee in the occupational areas of carpentry, plumbing, automotive, butchery, greenkeeping, refrigeration and air conditioning, and beauty services registered.

One apprentice completed during the 2022-23 financial year and all other apprentices and trainees remain active.

What our stakeholders are telling us

DYJESBT has received positive feedback on the collaborative approach to the establishment and ongoing management of apprenticeship and traineeship contract registration and support services for Norfolk Island through the Qld Government.

Achievements

- Twelve apprenticeship and traineeship training contracts were registered by Queensland during the 2022-23 Financial Year.
- Services under Queensland have been expanded to include access to school-based apprenticeships and traineeships
- DYJESBT's South East Regional Office has appointed a dedicated staff member to support Norfolk Island apprenticeship and traineeship services.
- TAFE Queensland has established a dedicated contact for supporting Norfolk Island apprentices and trainees with off the job training enquiries.

Case Study – a personalised approach to supporting apprenticeships and traineeships

Norfolk Island apprentices and trainees and employers face unique challenges in getting access to the information to smoothly navigate through the apprenticeship and traineeship system, including slow postal services, expensive international calls, limited internet access and expenses for travel and accommodation when undertaking training.

In recognition of these challenges, DYJESBT staff visited Norfolk Island in November 2022 to understand the impediments experienced by Norfolk Island employers with the purpose to assist people in starting

apprenticeships and traineeships with Queensland for the first time and to establish clear channels and points of contacts to make it as easy as possible to get information as and when it's needed.

Along the way DJYESBT staff have reviewed processes based on feedback from key Norfolk Island stakeholders and will continue to work closely with key stakeholders and adjust processes and contacts as needed to ensure that the apprenticeship and traineeship processes are the best fit for Norfolk Island.

Focus for 2023-2024

In 2023-24 there will be a focus on:

- providing support to existing apprentices and trainees on Norfolk Island.
- encouraging further uptake of apprenticeships and traineeships by Norfolk Island employers.
- working with DoE and NICS to encourage participation in school-based apprenticeships and traineeships.
- continuing to consolidate and build on stakeholder networks to support the smooth operation of apprenticeships and traineeships on Norfolk Island.