

**Norfolk Island**  
**Community Strategic Plan**  
2016 - 2026

***Our Plan for the Future***



All images are provided courtesy of Norfolk Island Tourism

**Adopted by Norfolk Island Regional Council on 21 September 2016, Resolution 55/16**

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# 1. Message from the Mayor and the General Manager

It is a pleasure and privilege for us to present the first Norfolk Island Community Strategic Plan “*Our Plan for the Future*”.

This Plan will guide Councillors, staff, the community and other stakeholders into the future in order to endeavour to fulfil the aspirations of the Norfolk Island Community. The aim is to drive all actions towards a sustainable community where resources are managed in a way to ensure a flourishing environment for future generations.

The key to sustainability for a small and isolated land mass such as Norfolk Island must start with our Environment: water, food, waste, energy and the preservation of our natural environment and the sea, whilst also recognising the need for the built environment and ports.

Environmental sustainability is interlinked with our Social and Cultural priorities: communication, services, cultural diversity, social engagement, health and well-being and creating “the best place to live, work and play”.

Environmental and Social sustainability are further interlinked with Economic Sustainability: tourism, diverse industry, import and export, shipping and cargo, jobs and training, learning and volunteering and so on.

“*Our Plan for the Future*” also ensures that all groups in the community are included: the aged and people with disabilities; youth and children and people of all cultures. The underlying principles of everything in the plan are based on the Principles of Social Justice:

- *Equity* - fairness in the distribution of resources, particularly for those in need
- *Rights* - equality of rights established and promoted for all people
- *Access* - fair access for all people to economic resources, services and rights essential to their quality of life
- *Participation* - opportunity for all people to genuinely participate in the community and be consulted on decisions which affect their lives

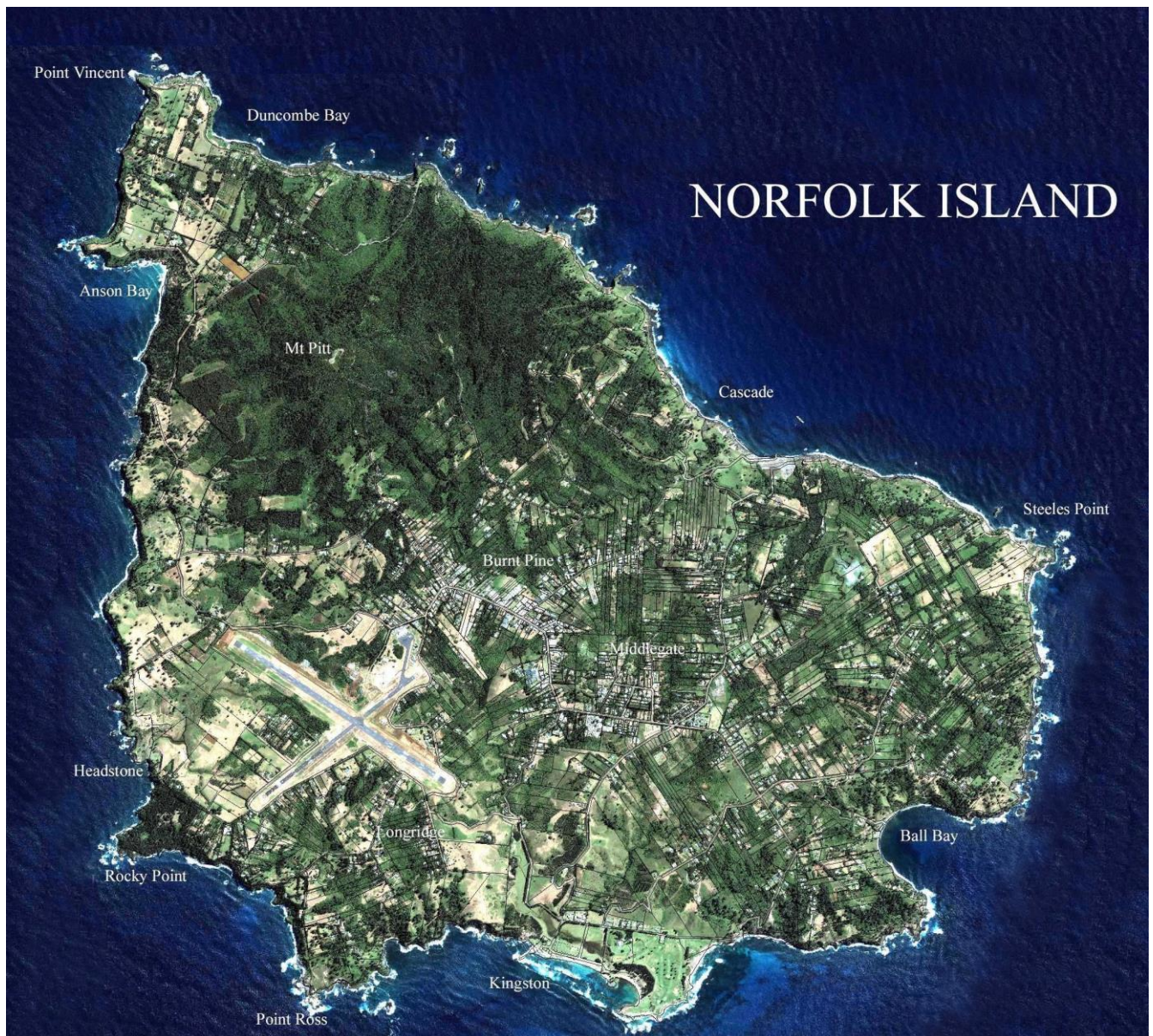
Lastly, Leadership and Governance must be transparent, responsible and based on solid decision making and accountability. It must ensure financial sustainability and sound asset management – all of which will be required for the success of the Norfolk Island Regional Council and the implementation of this plan.

We are sincerely looking forward to working with the Councillors, staff and the community in driving and implementing the strategic direction contained within the Norfolk Island Community Strategic Plan - “*Our Plan for the Future*”.

Robin Adams  
**MAYOR**

Lotta Jackson  
**GENERAL MANAGER**

# Map of Norfolk Island



## 2. Vision, Mission and Values

### 2.1 Vision

#### *Norfolk Island – the Best Small Island in the World*

Source:

“If a concerted effort were made, backed by larger financial resources, the community could turn the very small area of the island to its own advantage by converting Norfolk Island into ‘the best small island in the world’, a model haven of considerable beauty, of unique historical interest, of a thriving community, and of rest and relaxation – which are the objectives of the overwhelming mass of the tourists who make the journey to its shores.”. (Professor G J Butland - Population Study of Norfolk Island dated 31 March 1974 commissioned by Commonwealth Government)

### 2.2 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.*

### 2.3 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***

### 3. Our Plan for the Future

The Norfolk Island Strategic Plan – *Our Plan for the Future*, was prepared in consultation and cooperation with a broad cross section of the community and reflects the aspirations and values of the people who live on Norfolk Island. The plan has taken into account numerous reports, surveys and plans completed over the recent past. The consultation process showed there is a strong alignment with the conclusions of the Norfolk Island Advisory Council.

*Our Plan for the Future* is a critical strategic and aspirational plan for the Norfolk Island community and for the inaugural Regional Council. It sets out a long-term vision for the Norfolk Island community along with meaningful and measurable objectives and strategies. It has been developed through consultation and engagement with the community and reflects a positive and future focused approach to strategic and collaborative planning.

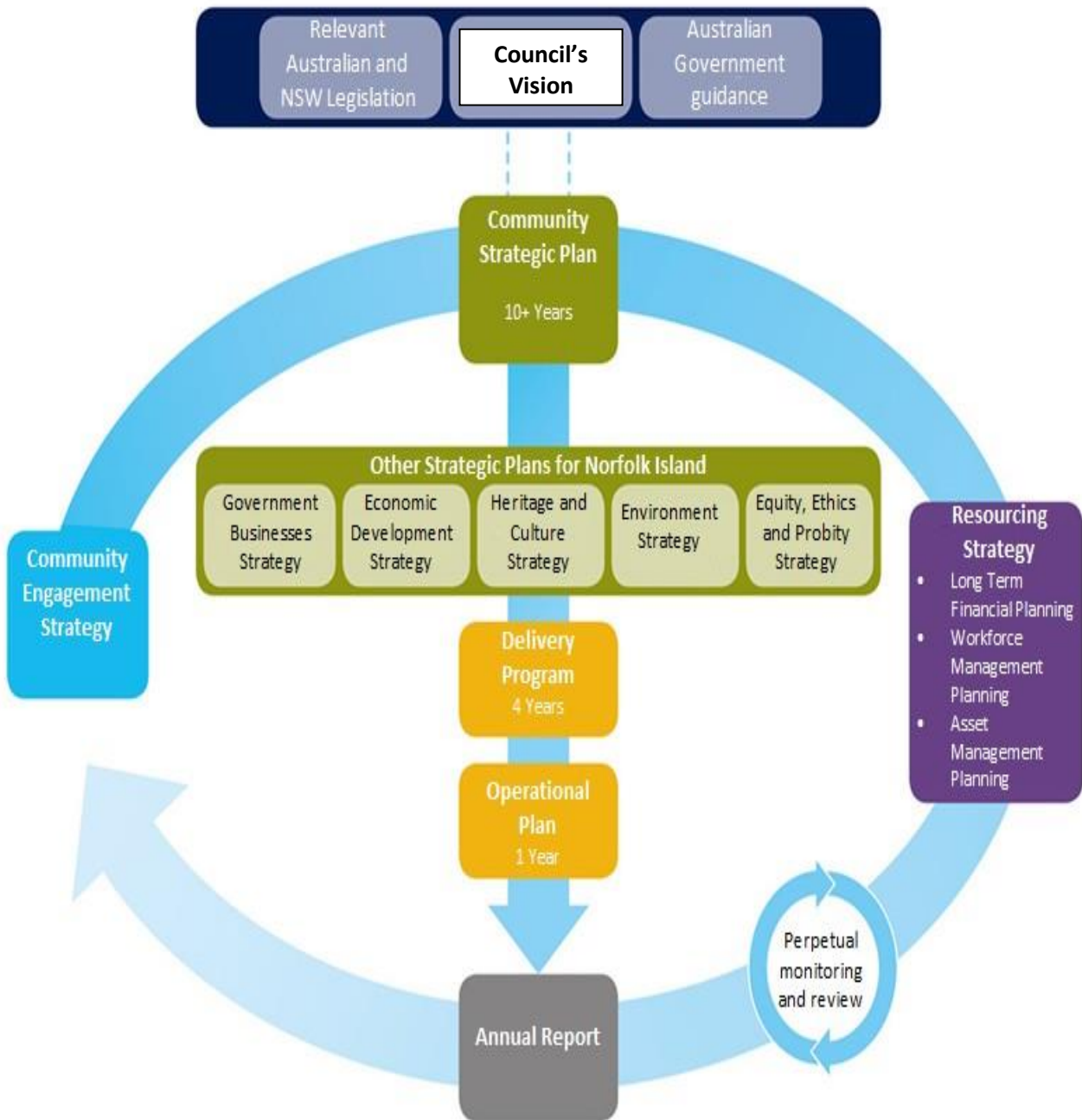
*Our Plan for the Future* acknowledges that Norfolk Island has unique needs, aspirations and challenges of a small remote island; and identifies and builds on current community strengths to ensure they are maximised. It also outlines new social, economic and environmental opportunities that can be realised when the community, its council and other partners such as Federal and State agencies work together to realise the vision for the future.

### 4. What is a Community Strategic Plan?

#### 4.1 The Integrated Planning and Reporting Framework

All Councils in NSW are required to develop short, medium and long-term plans under the Integrated Planning and Reporting (IPR) Framework. *Our Plan for the Future* articulates the long-term vision for the community. Norfolk Island Regional Council will develop a ten-year Resource Strategy which considers the vision and aspirations of the community outlined in *Our Plan for the Future* against the level of resources that will realistically be available to achieve these aspirations. Norfolk Island Regional Council will use these long term plans to develop a medium term Delivery Program that will set out what Council plans to achieve in the next four years as well as an annual Operational Plan to set out what will be achieved for the community each year (short term).

While the Norfolk Island Regional Council has a custodial role in initiating, preparing and maintaining this Community Strategic Plan on behalf of its community, it is not solely responsible for its implementation. Other partners, such as the Australian Government (representing the responsibilities of State agencies) and community groups will also be engaged and responsible in delivering the long-term objectives of the plan.



The Integrated Planning and Reporting Framework for Norfolk Island will differ from the framework applied to NSW because of the location of Norfolk Island and because Norfolk Island is a Territory of Australia but not part of NSW. This means the Norfolk Island Community Strategic Plan does not need to be connected to the Community Strategic Plans of other local government areas. It must give due regard to Commonwealth legislation. Figure 1 - The Integrated Planning and Reporting Framework for Norfolk Island<sup>1</sup>

<sup>1</sup> Adapted from the NSW integrated Planning and Reporting Framework to reflect the needs of Norfolk Island. The NSW framework is available online at: <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework>



## 4.2 What this Plan includes

The NSW Local Government Act, as applied to Norfolk Island, sets out a number of requirements for the Community Strategic Plan, including that it be developed and endorsed by Council. The Norfolk Island Community Strategic Plan - *Our Plan for the Future* - includes:

- Strategic directions that are the main priorities and aspirations for the future of Norfolk Island in the next ten years
- Objectives that address social, environmental, economic and civic leadership issues in an integrated manner
- Strategies that outline how these objectives will be achieved
- The identification of potential partners to assist in realising the Plan

## 4.3 Planning in partnerships

Where the aspirations and expectations of the community go beyond the scope and reach of what its council can deliver, understanding where potential partnerships exist is essential. Although Norfolk Island Regional Council does not have to factor in the State Plan 2021, there are a series of strategic goals within that plan that will assist the delivery of community expectations at a Commonwealth (state services) level, while enabling coordination and alignment at a local level. They are:

- Rebuild the economy
- Provide quality services
- Renovate infrastructure
- Strengthen the environment and community
- Provide strong, accountable Government

## 4.4 Reporting on progress

The General Manager will prepare quarterly reports, on the budget in the Operational Plan together with a State of the Environment Report to the Mayor and Councillors. Based on these reports, the Mayor and Councillors will report to the community every six months on the Council's progress in achieving the delivery program objectives. In the last year of the Council's term in office, an End of Term Report will be prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of this Community Strategic Plan and the State of the Environment report.

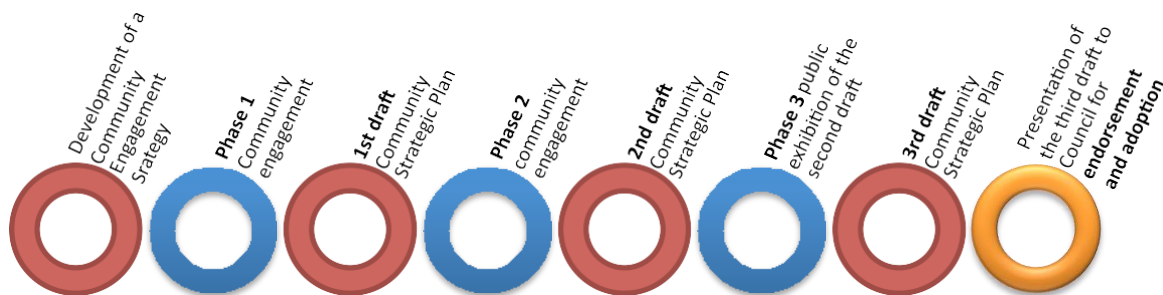
## 4.5 How the Plan was Developed

*Our Plan for the Future* has been developed on the social justice principles of equity, access, participation and rights.

The community was provided with genuine opportunities to provide their input and ideas. This included:

1. Twenty-one (21) initial focus groups of both group discussion and individual response to surveys (in total 113)
2. A second round of community workshops and focus groups as well as individual meetings to gain feedback on the first draft of the Plan (total 132 people engaged)
3. Opportunity to review the second draft through public exhibition.
4. The third draft was presented to Council in July 2016 for adoption. Council adopted the plan for further public exhibition and also for a further public meeting.
5. Approximately 130 community members attended a public forum where the General Manager presented the 3<sup>rd</sup> draft of the Plan.
6. Subsequently, 56 submissions were received and where appropriate, they have been included in the final draft.

Figure 2 – Process for development of *Our Plan for the Future*



## 5. Norfolk Island Today

Located in the Pacific Ocean approximately 1,400 km from the Eastern Seaboard of Australia, Norfolk Island has a landmass of approximately 3,455 hectares.

Norfolk Island is an external territory of Australia, governed locally by the Norfolk Island Regional Council. As is the case with other external territories, the Australian Government is responsible for the provision of federal and state level services, and the Regional Council is responsible for all aspects of local government operations.

It is acknowledged that Polynesians colonized the Island around 1000 years ago, and that there were two British Penal Colonies on the Island between 1788 and 1854. It is also recognised that in 1856 the Pitcairn Islanders were relocated as a community to Norfolk Island where they have continued to evolve as a people in their new homeland. Over the years the Norfolk Islanders of Pitcairn descent have been joined by people from around the world drawn to the isolation, natural beauty of the island and the way of life and culture of the Pitcairn community; and today, Norfolk Island has a makeup of people from the United Kingdom and Tahiti (both through descent and directly), from Australia, New Zealand, other Pacific Islands, Russia, Scandinavia, the United States of America, Canada, Fiji and the Philippines.

At the last census in 2011 Norfolk Island's population (excluding visitors and tourists) was 1,796. Eighty percent of the population are Australian citizens and thirteen percent hold New Zealand citizenship. Forty-five percent are descendants of the Pitcairn Islanders who settled on Norfolk in 1856.<sup>2</sup>

Norfolk Island has stunning natural beauty and is home to the Kingston and Arthurs Vale Historic Area – an open and publically accessible site included in the World Heritage listing for Australian convict sites, the Norfolk Island National Park, and a number of other public parks and reserves.

Infrastructure concerns for Norfolk Island include natural resource management. Fresh water is of significant concern for the Island and there are no natural bodies of water. There is currently no solid waste collection system on Norfolk Island, with all residents and businesses being required to bring their own waste to the Waste Management Centre. Household waste that cannot otherwise be disposed of is burned and dumped into the ocean.

Tourism is a principal economic activity, with the majority of tourists coming from Australia and New Zealand aged over 60 years. Employment participation rates operate at higher levels than that of most of mainland Australia. However, those people in their prime employment operational years are significantly under represented. Nearly half of the employment on the Island is tourism related compared to 25% as the average within mainland Australia.

Cost of living information indicates that house rental and house purchase prices fall within averages that are consistent with rural and regional Australia. However, imported goods are expensive as a consequence of freight costs. Building materials are third on the list of imports behind food/household goods and fuel. A basket of groceries, representative of weekly household purchases, was costed at 50% higher than that of mainland Australia before July 2016.

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<sup>2</sup> Addendum to the Norfolk Island 2011 Census Report 17 January, 2012

## 6. What the Community said

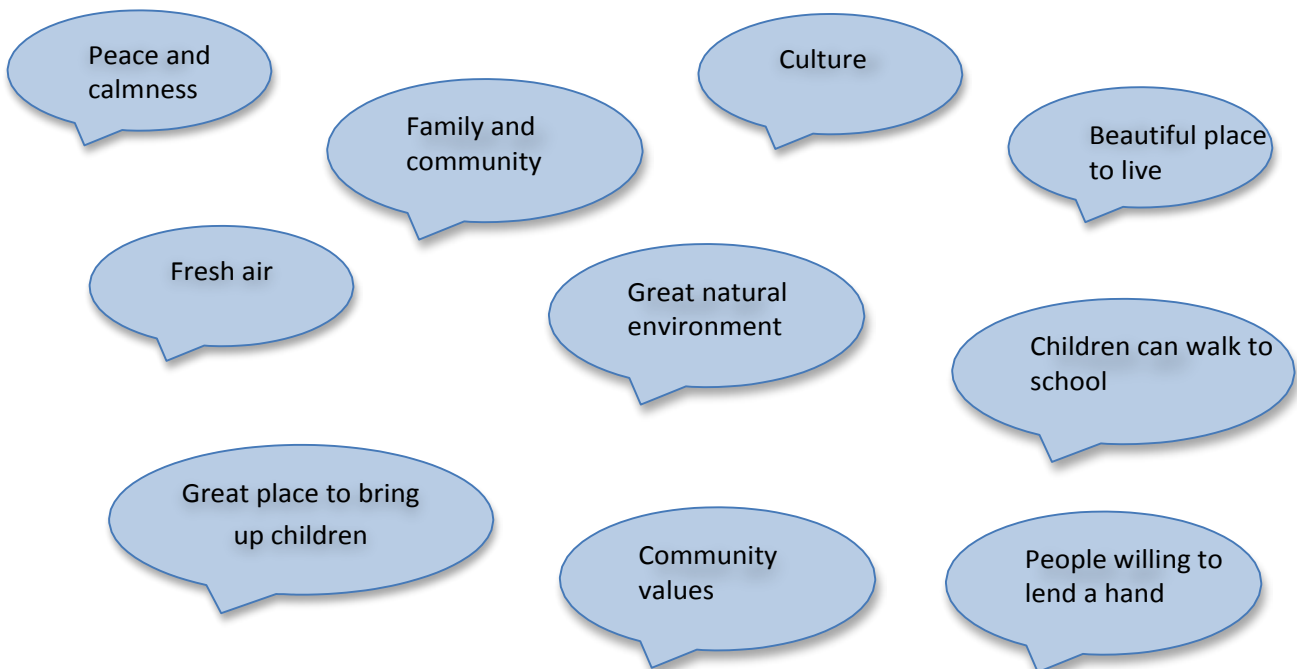
### 6.1 What's great about Norfolk Island now?

The community was asked to identify the key aspects of the Norfolk Island that they currently love and are proud of. The answers in priority order are:

**NOW**

- Climate and environment
- Culture and community
- Peaceful lifestyle

### QUOTES

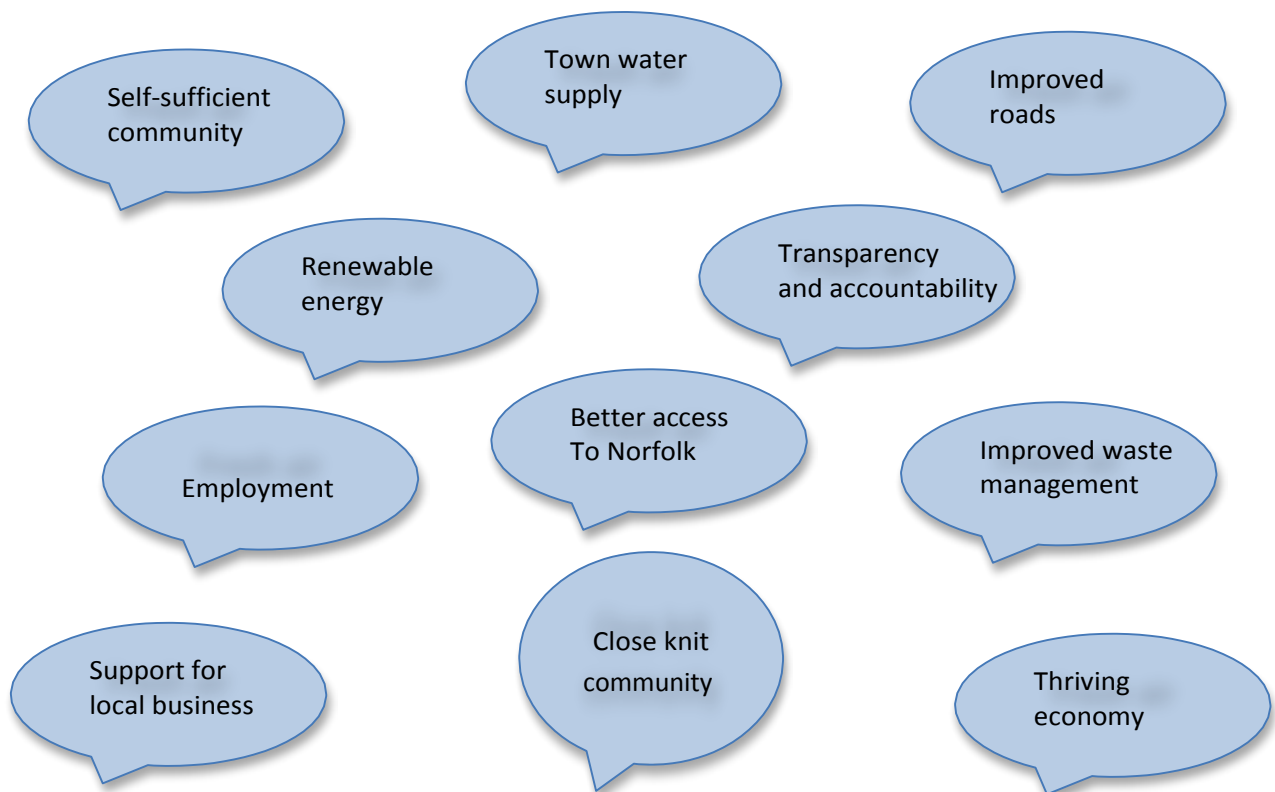


## 6.2 How do you see Norfolk in ten years' time?

The community wants to retain the things that are already good; environment, community and culture and a safe, peaceful lifestyle. They also want improvements in the three areas of:



### QUOTES



### **6.3 What are the top ten most important issues to be addressed in the future?**

During phase one of the consultation, a community survey was provided that asked participants to review a list of matters across five themes: local environment, local economy, community and culture, infrastructure and services; and governance and finance. Participants voted on the importance of each as well as their current level of satisfaction of these matters. The findings across all five areas were:

- 1 Financial Sustainability
- 2 Representational leadership
- 3 Waste infrastructure
- 4 Renewable energy infrastructure
- 5 Community Participation
- 6 Quality internet services
- 7 Professional and efficient services
- 8 Quality roads
- 9 Support for local businesses
- 10 Equitable access to services

The second round of consultation resulted in ongoing emphasis on the most important issue identified in round 1 consultation (financial sustainability) however, community discussion and feedback called for expanded thinking and planning particularly around environmental sustainability.

Priority 9, Support for local business, was supported but so too was the continued focus and investment into the tourism industry.

Finally, the most significant feedback on the list of priorities above was the omission of health services. There is significant community concern around equitable health care provision and the need for prioritisation of health care for the aged and ageing. Whilst many acknowledged health might appear to fall outside the scope of the Regional Council, all believed there was a leadership and advocacy role to play.

Social welfare issues were also concerns, specifically in regard to domestic violence and child protection.

### **6.4 Developing the Strategic Direction**

The first round of consultation resulted in three distinct pieces of information:

1. Community's articulation about what they loved and valued about Norfolk Island right now;
2. Community's articulation of their hopes and dreams for the future of Norfolk Island;
3. Community's response to the questionnaire which required them to assess their needs against their satisfaction across five themes of local environment, local economy, community and culture, infrastructure and services; and governance and finance.

Further, there have been many reports written over the recent past, which have identified priorities based on community expectations and aspirations. The consistent theme of wanting to preserve what is good about Norfolk Island – the environment; culture and lifestyle are found in these reports. There is also consistent desire for a future focused on ensuring a sustainable economy, best practice governance and finding ways to improve infrastructure.

Using the information described above and the draft Community Strategic Plan; the community developed a set of six strategic directions and developed strategies to achieve them. Over the course of a week, the strategic directions were reviewed and refined over dozens of sessions by more than 100 participants. Further community engagement and submissions throughout August 2016 have strengthened and added to these strategies and objectives throughout the plan.

The vision, strategic directions and objectives are outlined on the next page.

## 7. Our vision for the future

### *Norfolk Island – the Best Small Island in the World*

Our positive future will ensure we maintain and expand what we love about Norfolk Island.

#### An environmentally sustainable community

Our choices benefit our natural environment and our community

- OBJECTIVE 1 - Use and manage our Resources wisely
- OBJECTIVE 2 - Preserve a healthy environment

#### A proud, diverse and inclusive community

We showcase our unique histories, cultures, customs and people

- OBJECTIVE 3 - Cultural expression is maintained and built heritage is protected

#### A caring community

We are friendly, supportive and welcoming

- OBJECTIVE 4 - We work together to achieve our goals
- OBJECTIVE 5 - Our Community is a great place to live and visit

#### A successful and innovative community

We work to make our economy grow

- OBJECTIVE 6 - Strong, diverse and vibrant business environment
- OBJECTIVE 7 - A skilled and competitive workforce
- OBJECTIVE 8 - Successful public private partnerships

#### An informed and accountable community

We are transparent and accountable for our individual and collective decisions and actions

- OBJECTIVE 9 - An informed community
- OBJECTIVE 10 - Transparency in decision making

#### A healthy and safe community

We provide a safe and healthy place to live, work and visit

- OBJECTIVE 11 - Informed, active and healthy residents
- OBJECTIVE 12 - Focused and coordinated approach to health care
- OBJECTIVE 13 - A safe place for our families and visitors





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# Strategic direction 01

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## An environmentally sustainable community

### OBJECTIVE 1

Our choices benefit our natural environment and our community

#### Use and manage our resources wisely

#### How we will get there

- 1.1 Develop a clean energy future
- 1.2 Protect and enhance our water quality
- 1.3 Reduce, reuse and recover waste and end disposal of waste into the sea
- 1.4 Plan for additional pressures on water resources, transport, utilities and telecommunications infrastructure
- 1.5 Create a food secure community
- 1.6 Create a water secure future
- 1.7 Keep our waters around Norfolk Island sustainable for the enjoyment of future generations

#### Council's Role

- Utilise an Environment Strategy setting out plans to deliver better environmental outcomes including the areas of waste management, noxious weed control, management of pest species, animal welfare, noise control, and air quality
- Implement contemporary best practice waste management planning, practices and education
- Develop, implement and regulate natural resource management policies and procedures
- Investigate the Island's water quality to inform future investment decisions
- Establish, implement and report on natural resource management targets
- Investigate the viability of solar generation and battery storage options and other renewable energy generation sources
- Plan infrastructure upgrades and redevelopment to keep pace with the growing island population
- Plan for additional pressures on rural and coastal landscape values
- Plan for the supply of rock and timber to keep pace with Island demand
- Investigate Public Private Partnership options for the provision of essential services
- Investigate the lifecycle costs for the expansion of the existing sewerage system
- Investigate and advocate for quality mobile and internet services
- Develop an asset management plan for all infrastructure
- Prepare an airport master plan that includes an investment strategy, asset management, and runway capability
- Investigate the establishment of a port authority, all weather facilities & a marina hub
- Investigate supply of materials to support infrastructure and construction
- Develop Environmental Planning expertise and seek assistance when required
- Lead discussion on how to plan for a secure food future
- Investigate ways to reduce barriers to agricultural imports and export

## Community Role

- Reduce, reuse and recycle waste more effectively
- Maximise rainwater harvesting by households and businesses
- Maximise alternative energy harvesting by households and businesses
- Grow food to increase food security
- Potential to use hot composting

## Who else can help us get there

- Norfolk Island Flora and Fauna Society Inc
- Norfolk Island National Parks
- EcoNorfolk
- Australian Government Department of the Environment
- Norfolk Island Planning and Environment Board
- Land Care
- Animal Welfare
- Fishing Club
- Growers Co-op
- Cattle man's association
- Australian and New Zealand Universities

## Indicators of Success

- Raised awareness of, and a commitment to, the uptake of alternative energy options
- An overall reduction of waste being disposed through the Headstone facility
- Volume of waste recycled
- The speed and reliability of internet and mobile technology
- Asset management plan
- Identification of Public Private Partnerships
- Airport master plan
- Natural Resource Management polices developed and implemented
- Quality of infrastructure
- The number of barriers to agriculture
- The volume of imported foodstuffs
- The Norfolk Island plan reviewed and updated
- Implementation of a conservation strategy for Norfolk Island
- State of the Environment Report
- Visual character and rural landscape and coastal zone preserved



## OBJECTIVE 2

### Preserve a healthy environment

#### How we will get there

- 2.1 Retain open spaces and low density development
- 2.2 Recognise growth of the population is linked to the long term environmental sustainability of the Norfolk Island community
- 2.3 Protect and preserve environmentally sensitive areas and those of high conservation value, through improved land management and pest control practices
- 2.4 Support threatened species and minimise the presence of invasive species
- 2.5 Ensure a healthy, diverse marine ecosystem
- 2.6 Protect and preserve vegetation communities and habitat

#### Council's Role

- Ensure planning frameworks support economic development and growth while preserving the visual aspect, natural environment and the way of life valued by residents and visitors alike
- Ensure the planning framework for Norfolk Island is robust and practical, encouraging new development while maintaining the existing values of low density and open community spaces
- Develop a sustainable population policy
- Encourage sustainable population growth and work to minimise adverse environmental and social effects, setting redevelopment and growth targets to provide a measure of our success
- Develop planning frameworks that respect and protect natural biodiversity
- Work collaboratively with graziers and private land owners to manage weeds, pests and animal protection
- Manage plant and animal pest species
- Identify high environmental conservation value areas
- Ensure planning framework recognises high conservation value areas
- Plan for the management and protection of high conservation areas
- Protect Norfolk Island's native and endemic species
- Regulate and enforce responsible pet ownership
- Reduce reliance on plastic bags, introduce worm farms
- Reduce the input of nutrients into the surrounding marine environment
- Monitor responsible activity in and on the bays
- Investigate establishment of a biodiversity research facility through partnerships
- Appreciate the significant contribution volunteer organisations make to the environment and support them to ensure these services continue to be available
- Lead participation in State of the Environment Report
- Set sustainable tourism targets
- Educate the Community on recycling

## Community Role

- Participation in the revision of the planning framework to ensure it reflects values and aspirations
- Responsible pet ownership, including the registration, micro chipping and spaying of cats and dogs
- Management of invasive species on private land
- Control of feral animal populations on private land.
- Responsible use of chemicals in the management of pests and weeds
- Encourage and educate in evidenced based use of organic control
- Responsible recreational use of the marine environment
- Volunteer in Community Organisations
- Accept greater responsibility for waste

## Who else can help us get there

- Cat Welfare and Wildlife Protection Inc
- Norfolk Island Flora & Fauna Society Inc
- Wildmob
- Island Conservation
- Australian Government Department of the Environment
- National Parks, Australia

- Landcare
- Cattle owners
- Boomerang Bags

## Indicators of Success

- A Sustainable population study has been developed, implemented and monitored over the period of the plan
- Norfolk Island continues to be home to a wide range of native and endemic species with a healthy and diverse ecosystem
- Expansion of the territory and numbers of threatened species
- Feral animal species and noxious weeds decrease and continue to decline
- The Norfolk Island community is satisfied the National Park and other parks and reserves are well managed and appropriately accessible and useable for the public
- No use of plastic bags and minimise packaging in plastic and plastic wrapping
- Reduction in the flow of nutrients into marine environments
- The number and breadth of volunteer environmental projects
- State of the Environment Report
- Eliminate waste into the ocean
- The Community and other stakeholders are satisfied that the rural landscape and coastal values are appropriately managed and protected





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## Strategic direction 02

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### A proud, diverse and inclusive community

We showcase our unique histories, cultures and people

### OBJECTIVE 3

#### Cultural expression is maintained and built heritage is protected

##### How we will get there

- 3.1 All cultural traditions and practices in the Norfolk Island Community are recognised and acknowledged
- 3.2 Uphold, respect, promote and encourage customs, culture, histories and traditions of all cultures and their contribution to the Norfolk Island way of life
- 3.3 Support cultural expression by people from all backgrounds living on Norfolk Island including the support of contemporary events
- 3.4 Identify and prioritise the needs of cultural expression
- 3.5 Identification of heritage assets
- 3.6 Recognise and protect the contribution of built heritage to local identity and economy
- 3.7 Protect and maintain heritage sites for the enjoyment of residents and visitors, now and in the future

##### Council's Role

- Develop a Heritage and Culture Strategy outlining how the Regional Council will preserve the heritage sites for which it is responsible, and how it will promote and support cultural expression
- Work to protect the aspects of cultural expression which make Norfolk Island unique and special
- Develop a cultural expression strategy
- Continue to advocate for the teaching of Norfolk Studies and the Norfolk Island language under LOTE at the Norfolk Island Central School
- Remain committed to supporting the objectives of the KAVHA Heritage Management Plan Final Report June 2015
- Contribute to a Heritage Strategy
- Provide access to public spaces, funding programs and provide other assistance as appropriate
- Ensure appropriate cattle stocking levels
- Recognise and respect unique historical commemorative days as continuing public holidays
- Engage and consult the Council of Elders on cultural and heritage matters
- Examine the viability of constructing a Norfolk Island Cultural Centre to house and showcase cultural objects and display traditional practices
- Preserve and protect heritage sites under the control of the Regional Council
- Advocate for a Preamble to the Norfolk Island Act
- Ensure protection against any potential over-fishing and drilling

## Community's Role

- Continue to engage in the traditional cultural practices
- Support the expression of culture for all on Norfolk Island
- Maintain the Norfolk Island Collection
- Continue to volunteer services
- Acknowledge the contribution by the Pitcairners for their significant contribution to the community

## Who else can help us get there?

- Norfolk Island Museum Trust (Trustees)
- Council of Elders
- KAVHA Advisory Committee
- Norfolk Island Parks Advisory Committee
- Fishing Association
- NSW Department of Education and Communities
- Norfolk Island Central School (language and Norfolk Island cultural studies)
- Community Art Society

## Indicators of Success

- Council Publication of Cultural & Heritage Plans and strategies
- People living on Norfolk Island feel supported in expressing their cultural traditions and the Island continues to enjoy a range of cultural events.
- Norfolk studies delivered and the Norfolk language taught under LOTE at the Norfolk Island Central School
- Community cultural satisfaction survey results
- The culture and traditions of the Norfolk Island people continue to be on display for the enjoyment of residents and tourists alike
- Protection of cultural sites of significance





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## Strategic direction 03

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### A caring community

We are friendly, supportive and welcoming

#### OBJECTIVE 4

#### We work together to achieve our goals

#### How we will get there

- 4.1 Encourage an informed community
- 4.2 Enable broad, rich and meaningful engagement to occur
- 4.3 Build on our sense of community
- 4.4 Build strong relationships and shared responsibilities
- 4.5 Work in partnership to plan for the future

#### Council's Role

- Provide open and clear lines of communication with the community
- Encourage community participation in planning and policy development
- Provide a diverse range of opportunities allowing for the community to be engaged and involved
- Value and consider feedback
- Support volunteer organisations and community groups
- Support Mayor and Councillors in their roles
- Seek sources of funding to implement community vision

#### Community's Role

- Attend council meetings
- Join and be involved in community groups
- Listen to and respect the view points of each other
- Provide public comment on issues of concern

#### Who else can help us get there?

- Australian Local Government association
- Community forums support groups (e.g. <http://www.ourcommunity.com.au>)
- Community partnership building (e.g. [http://www.communitybuildingpartnership.nsw.gov.au/program\\_information/guidance\\_notes](http://www.communitybuildingpartnership.nsw.gov.au/program_information/guidance_notes))
- Youth Council
- Student Representative Council
- Local Government NSW

#### Indicators of Success

- Communication flow
- Council meetings attendance
- Membership of volunteer groups
- Increased forums for public discussion
- Identification of funding sources

## OBJECTIVE 5

### Our community is a great place to live and visit

#### How we will get there

- 5.1 Promote the community as the place to visit, live, work and invest
- 5.2 Connect and protect our communities – Community Safety
- 5.3 Develop the facilities, resources, capacity and confidence to adapt to changing circumstances
- 5.4 Equality of access to services, social support, including health, education, child care, cultural, transport and recreational facilities
- 5.5 Clarify childcare accreditation
- 5.6 Provision of Community based preschool and Long Day Care facilities
- 5.7 Deliver high quality tourism experiences

#### Council's Role

- Advocate for access to funded early education and childcare and vacation care programs
- Deliver community programs
- Support community events
- Provide a grant program
- Provide library services
- Advocate for access to equitable social support services
- Coordinate and promote arts programs
- Promote Norfolk Island as a tourism destination
- Support tourism providers to deliver high quality, innovative and varied experiences

#### Community's Role

- Greet and engage with visitors and tourists
- Participate in flexible patterns of childcare
- Participate in community events
- Visit the library
- Respect and look after each other and promote community safety
- Report any un-safe behaviour or incidents

#### Who else can help us get there?

- NSW Department of Family and Community Services
- Police
- NSW Department of Education and Communities
- NSW Office of Local Government
- Tourism Australia
- Early Childhood Association

#### Indicators of Success

- Tourism numbers
- Places in early education and childcare
- Calendar of community events





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## Strategic direction 04

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### A successful and innovative community

We work to make our economy grow

## OBJECTIVE 6

### Strong, diverse and vibrant business environment

#### How we will get there

- 6.1 Grow and diversify the economy including niche markets
- 6.2 Incentives for business start up
- 6.3 Reduction in business costs – greater efficiencies in business costs
- 6.4 Secure fibre connectivity for internet access

#### Council's Role

- Deliver an economic development strategy setting out a vision for growing the economy, including the tourism sector
- Investigate and identify barriers to economic growth and diversity
- Reduce 'red tape' and barriers to entry of business and support new and innovative business proposals
- Investigate target markets that maximise existing and developing Norfolk Island opportunities
- Advocate for access to Federal Government business startup and development funding
- Advocate for a growing agricultural industry
- Investigate the potential for cottage industries and processing plants
- Lobby for cable connectivity for increased business and educational opportunities

#### Community's Role

- Promote high quality tourism experiences
- Form effective Industry and Commerce business groups
- Adopt collaborative approaches to identify and target growth opportunities
- Develop and implement proposals for new and innovative business opportunities on the Island
- Support for Youth and Norfolk Islanders abroad in relation to innovation
- Advocate for export

## **Who else can help us get there?**

- Chamber of Commerce
- Industry Associations
- Alternative Technologies Association
- Job Active provider
- Local Organisations and business mentors
- Traineeships
- Scholarships
- Australian and New Zealand Universities
- Mentoring

## **Indicators of Success**

- An increased number of small businesses on Norfolk Island, offering new products and services to residents and visitors
- Sustainable and efficient small businesses
- An overall increase in building approvals and the value of construction projects on Norfolk Island
- An increased number of visitors contributing to the local economy
- A diversification of the standard and types of resident, business and tourist accommodation on Norfolk Island
- Specialist Festivals associated with Island businesses and Industries

## OBJECTIVE 7

### A skilled and competitive workforce

#### How we will get there

- 7.1 Create employment opportunities
- 7.2 Create opportunities for skill development

#### Council's Role

- Investigate and promote flexibility of training delivery
- Wherever possible, local training and employment support work will be commissioned by the Regional Council
- Promote and encourage adult education, traineeships and apprenticeship
- Advocate for the ongoing development of training and work skills
- Model best practice training and work skills
- Establish, promote and enforce WHS Standards

#### Community's Role

- Value and participate in, ongoing learning and skills development
- Foster and develop a flexible workforce, responding to changing economic opportunities

#### Who else can help us get there?

- Chamber of Commerce
- Industry Associations
- Alternative Technologies Association
- Australian Government Department of Employment
- Australian Institute of Company Directors
- Farmers
- Primary Industry

#### Indicators of Success

- The Norfolk Island economy has a broader base and a sustainable rate of growth with more opportunities for employment in a broader range of areas



## OBJECTIVE 8

### Successful public private partnerships

#### How we will get there

##### 8.1 Investigate partnerships to meet current and future infrastructure needs

#### Council's Role

- Assist, plan and negotiate in partnership with industries on the Island to support growth and diversification
- Investigate and report examples of Public Private Partnerships best practice
- Facilitate planning for an economic development unit

#### Community's Role

- Investigate opportunities for flexible approaches to existing and new economic activities

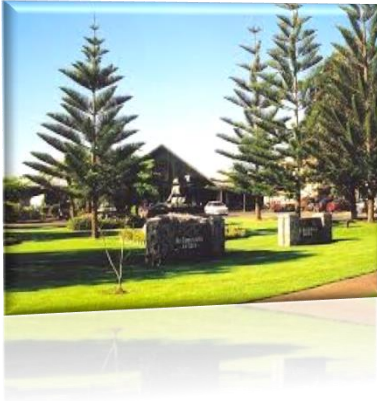
#### Who else can help us get there?

- NSW Office of Local Government
- Australian Department of Industry, Innovation and Science

#### Indicators of Success

- Tabled reports on models and opportunities for partnerships.





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## Strategic direction 05

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### An informed and accountable community

We are transparent and accountable for our individual and collective decisions and actions

### OBJECTIVE 9 An informed community

#### How we will get there

- 9.1 Representative, responsive and accountable community governance
- 9.2 Timely, open and fair, evidence based decision making with demonstrated accountability
- 9.3 Provision of quality best practice government administration
- 9.4 Increased stakeholder participation in decision-making
- 9.5 Reporting required by Integrated Planning and Reporting Framework to demonstrate NIRC performance

#### Council's Role

- Develop and implement an Equity, Ethics and Probity Strategy setting out how the Regional Council will ensure access to Regional Council businesses, programs and services is fair and equitable to all members of the community.
- Deliver an economic development strategy setting out how Government businesses will be operated in a fair, transparent and equitable manner
- Provide the highest level of customer service
- Ensure decision makers are accountable for their actions
- Prepare and release an asset renewal strategy
- Respect privacy
- Provision of Community Strategic Plan, Delivery Plan and Operational Plan

## **Community's Role**

- Attend public meetings
- Contribution to forums and requests for community feedback

## **Who else can help us get there?**

- NSW Office of Local Government
- Department of Infrastructure and Regional Development

## **Indicators of Success**

- The Norfolk Island Regional Council maintains, and reports on compliance with, a suite of policies and procedures directed towards ensuring the key outcomes, values and priorities are delivered for the community.
- Community satisfaction survey

## OBJECTIVE 10

### Transparency in decision making

#### How we will get there

10.1 Consistent and sustainable governance through documented processes

10.2 Equality of access to the same level and quality of government services

#### Council's Role

- Deliver a Service Delivery Program setting out how the Regional Council will be operated in a fair, transparent and equitable manner
- Conduct regular public meetings
- Operate statistically and analytically, targeted programs
- Establish practices to ensure decisions are made fairly and consistently
- Progressively, all Regional Council activities will be based on the principle of competitive neutrality
- Make public, outcomes and the decisions involved in those processes

#### Community's Role

- Wherever possible, to participate in the roles of the Regional Council
- Contribution to forums and requests for community feedback

#### Who else can help us get there?

- NSW Office of Local Government
- Department of Infrastructure and Regional Development

#### Indicators of Success

- Norfolk Island Regional Council is accessible to all members of the community
- Administrative decision-making is undertaken in a fair, timely and consistent manner



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## Strategic direction 06

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### A Healthy and safe community

We provide a safe and healthy place to live, work and visit

#### OBJECTIVE 11

#### Informed, active and healthy residents

#### How we will get there

- 11.1 Value and promote a healthy and active lifestyle
- 11.2 Encourage and promote participation in sport and well-being activities
- 11.3 Promote the benefits of early intervention and testing
- 11.4 Support and foster active, healthy, informed and empowered youth

#### Council's Role

- Facilitate the delivery of health and education programs that focus on wellness, healthy choices, chronic disease education and management including health rehabilitation
- Develop recreational areas, such as safe walking and cycling tracks with accompanying rest and exercise stations
- Plan for alcohol and smoke free environments
- Coordinate and disseminate community information for a range of healthy activities: Cooking classes; linking services with providers; community gardens
- Develop a Youth Wellness plan that supports and fosters active, healthy, informed and empowered youth
- Engage a youth worker to coordinate and plan activities including: health, vacation and arts activities
- Investigate and facilitate accreditation programs for sport coaching and administration
- Investigate possibilities for assistance in sporting costs related to travel funding or participation fees
- Consider a space for concerts, music, special events
- Lobby for educational opportunities including distance education



## Community's Role

- Become physically active
- Encourage and embrace alternative wellness strategies
- Grow food to ensure access to fresh and healthy food
- Participate in health testing and screening
- Take personal responsibility for care
- Explore mentoring opportunities with young people
- Support and foster active, healthy, informed and empowered youth
- Volunteers to be involved in coaching and managing sport teams
- Local Organisations

## Who else can help us get there?

- South East Sydney Area Health Service
- NSW Health
- NSW Department of Education and Communities
- FACSIA
- Localised services - St Johns, Churches, Care Norfolk
- University studies and research
- Family & Community Services (NSW)
- Australian Government Department of Social Services
- Australian Government Department of Human Services

## Indicators of Success

- Usage of public spaces
- The community views Norfolk Island as a desirable, safe and healthy place to live for people of all ages and backgrounds
- Community groups are assisted in providing support to those in need but there are less people in need of these services



## OBJECTIVE 12

### Focused and coordinated approach to health care

#### How we will get there

- 12.1 Ensure availability of high quality and affordable health and aged care services and facilities
- 12.2 Appreciate the significant contribution volunteer organisations make to community health and wellbeing and support them to ensure these services continue to be available
- 12.3 Minimise duplication and maximise coordination of the provision of health and aged care services
- 12.4 Advocate for services such as Day Care, Activities and Transport that reflect an aging population and people with disabilities including options for aging in home
- 12.5 Identify issues and respond to mental health, drug and alcohol, domestic violence and child protection needs
- 12.6 Ensure confidential health support and services
- 12.7 Encourage and support visiting specialist programs
- 12.8 Ensure services and programs are available to cater for children, youth and adults with disabilities or special needs
- 12.9 Encourage the education and implementation of strategies designed to build on awareness within the community about the importance of preventative health care and healthy living.

#### Council's Role

- Advocate for coordination of health care services on Norfolk Island
- Advocate for an integrated approach across health and aged care service providers
- Advocate for the role of District/Family nurse Service
- Advocate for future introduction of maternity services
- Facilitate and make available facilities for the coordination of volunteer groups to access grants and plan strategically and operationally so as to avoid duplication
- Identify and overcome barriers to investment in the provision of health care services and care facilities, with a focus on the aging population
- Advocate and promote consumer protection
- Source health statistics, including model home care programs
- Advocate confidential and secure access to health support and services
- Investigate options to establish a taskforce for: mental health, drug and alcohol use, domestic violence and child protection
- Advocate for services and programs for people with disabilities
- Utilise a broad range of evidence based practices to promote healthy living and preventable health care
- In partnership with the Department of Health and Ageing, provide information on healthy eating

## **Community's Role**

- Promote and participate in mothers' groups
- Become aware of the role of church groups as potential providers of aged care and residential aged care
- Explore and access Commonwealth health funding
- Participate in volunteer groups in the growth and provision of food, care and transport services
- Appreciate confidentiality and secure access to health support and services
- Report cases of domestic violence and child abuse

## **Who else can help us get there?**

- Women's Advocacy Group Norfolk Island
- Department Health and Ageing
- Department Infrastructure and Regional Development
- Localised services - St Johns, Churches, Care Norfolk
- University studies and research
- U.N.I.T. Youth
- NSW Department of Health
- White Oaks

## Indicators of Success

- The Norfolk Island community has access to health, education and aged care facilities comparable to other remote and regional communities in Australia
- Health statistics
- The Health of Norfolk Island people is improved



## OBJECTIVE 13

### A safe place for our families and visitors

#### How we will get there

13.1 Provide adequate infrastructure to maximise a safe visitor experience

13.2 Ensure all services meet minimum health and safety standards

#### Council's Role

- Collect and utilise visitor experience survey information
- Develop and implement a community wellbeing plan and public health strategy
- Support community groups providing assistance to people in need on Norfolk Island
- Plan for and maintain open space
- Regulate safety standards of tourism providers, including restaurants, cafes and accommodation

#### Who else can help us get there?

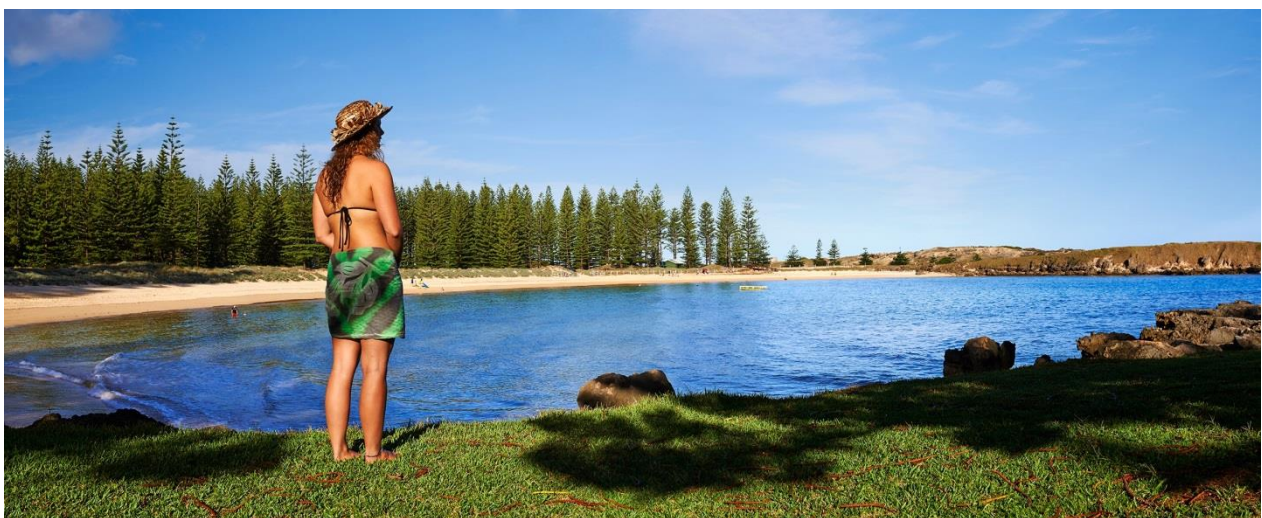
- Australia Federal Police
- Public Health Standards
- Tourism Providers

#### Indicators of Success

- Visitor numbers
- Visitor survey feedback data
- Visitor accident or incident data

#### Community's Role

- Respect and value all residents and visitors to Norfolk Island
- Investigate and implement Neighbourhood watch where needed



## 8. Roles and Responsibilities in the Delivery of this Plan

The tables below set out the roles and responsibilities of the Mayor, Councillors, the General Manager and staff in senior roles with respect to the delivery of goals set out in the Community Strategic Plan and supporting plans.<sup>2</sup>

These roles and responsibilities broadly reflect the legislated requirements for the Norfolk Island Regional Council but do not remove or replace any such obligations.

### 8.1 Role and Responsibilities of Elected Representatives:

Mayor	<ul style="list-style-type: none"> <li>Act as the spokesperson for the Council in promoting the Community Strategic Plan and lead community engagement in the development of the Plan.</li> </ul>
Mayor and Councillors	<ul style="list-style-type: none"> <li>Uphold the values and code of conduct of the Regional Council at all times.</li> <li>Promote the Community Strategic Planning process to the community and support and participate in community engagement for the development of the Community Strategic Plan.</li> <li>Consider advice on resourcing implications of the Community Strategic Plan and present options to the community for consultation.</li> <li>Endorse the Community Strategic Plan, on behalf of the community.</li> <li>Ensure the Community Strategic Plan is reviewed in accordance with the legislation and guidelines.</li> <li>Work with the General Manager and senior staff to develop a Delivery Program in accordance with the guidelines.</li> <li>Oversee the implementation of the Delivery Program and receive and review reports from the General Manager on progress towards achieving its objectives.</li> <li>Review the Delivery Plan on an annual basis.</li> <li>Work with the General Manager and senior staff to develop and oversee the implementation of the Operational Plan in accordance with the guidelines</li> <li>Work with the General Manager and senior staff to develop an agreed schedule of reporting to the Council on the Operational Plan budget, ensuring compliance with the standards specified in the legislation and guidelines.</li> <li>Ensure the Council reports to the community bi-annually, as required by the legislation and guidelines.</li> <li>Develop a Resourcing Strategy.</li> </ul>

<sup>2</sup> The tables have been adapted from the *Integrated Planning and Reporting Manual for local government in NSW: Planning a sustainable future*, NSW Government, March 2013.

## 8.2 Role and Responsibilities of Regional Council Staff

<p>General Manager</p>	<ul style="list-style-type: none"> <li>• Uphold the values and Code of Conduct of the Regional Council at all times.</li> <li>• Guide and advise Councillors and council staff in developing the various plans and requirements of the framework.</li> <li>• Oversee the preparatory processes for the Community Strategic Plan to ensure adequate information and research is available to inform the Plan. The Community Engagement Strategy is prepared and approved by the Council and community members are given sufficient information to participate in the planning process in a meaningful way.</li> <li>• Ensure the Resourcing Strategy is being developed and is presented to the Council where necessary.</li> <li>• Provide advice to Councillors on resourcing implications of the Community Strategic Plan.</li> <li>• Work with Councillors to develop the Delivery Program, in accordance with the Resourcing Strategy and the requirements in the Guidelines.</li> <li>• Ensure an annual Operational Plan is prepared and approved by the Council.</li> <li>• Implement the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan and advise the Council of any matters, which may affect the delivery of the plans, as appropriate.</li> <li>• Work with the Council to develop an appropriate reporting schedule on the implementation of the Delivery Program and Operational Plan and monitor their performance through the council's staff performance system.</li> <li>• Oversee the preparation of the Annual Report to the community and the State of the Environment Report, in accordance with the legislation and guidelines.</li> </ul>
<p>Staff in senior roles</p>	<ul style="list-style-type: none"> <li>• Senior staff, including deputy general managers, directors and/or executive managers, must uphold the values and Code of Conduct of the Regional Council at all times. People in these positions may also take on a range of responsibilities, depending of the Council's structure including:</li> <li>• Work with and support the General Manager in the development of the plans and requirements of the framework.</li> <li>• Maintain a watching brief over the implementation of the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan, and advise the General Manager of any matters which may affect the delivery of the plans.</li> <li>• Undertake specific responsibilities allocated to them in the Delivery Program and Operational Plan.</li> <li>• Ensure staff fulfil responsibilities allocated to them in the Delivery Program and the Operational Plan.</li> <li>• Provide timely advice to the General Manager on the progress of projects/activities included in the Delivery Program and the Operational Plan.</li> </ul>
<p>All other staff</p>	<ul style="list-style-type: none"> <li>• Uphold the values and Code of Conduct of the Regional Council at all times.</li> <li>• Work collaboratively with senior managers and the community to deliver the outcomes set out in this and other Regional Council plans.</li> </ul>