

## **Attachment 2**

### **Norfolk Island Regional Council**

#### ***Draft Delivery Program***

**2016 - 2020**



**Norf'k Ailen Riigenl Kaunsl**

***Draaf D'lewri Proegraem***

# 2016 - 2020

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# 1 Message from the Mayor

I am pleased to present, on behalf of the elected Council, the 2016 - 2020 Delivery Program. The Delivery Program sets out the actions the Councillors have committed to undertake in their four-year term of office. In line with the Integrated Planning and Reporting Framework, these actions are consistent with the strategic objectives detailed in the Community Strategic Plan 2016 - 2026.

The targets in the Delivery Program move us towards our vision: ***Norfolk Island – the Best Small Island in the World*** and include ceasing all waste disposal into the sea, minimising waste and ensuring solar battery storage, or an alternative option, is installed to capture excess electricity generated by photovoltaics. These are tremendous targets for the Norfolk Island community to achieve.

Council needs to make the most of grant funding opportunities and make sure plans are developed to be able to apply for grants when they are made available.

The Community Strategic Plan details areas for action that fall within Commonwealth and State areas of responsibility. Whilst Council has no direct control in these areas, we can play an advocacy role and this Delivery Program details many areas that we will undertake this important advocacy function.

The community will be able to monitor the progress of the Delivery Program. Reports will be issued to Council at least every six months on the progress with respect to the principal activities detailed in the Delivery Program and also through detailing the achievements accomplished in the Council's Annual Report.

The elected Council looks forward to working with the public service and the community during our four-year term to achieve the community's vision and goals.

**Cr. Robin Adams**  
**Mayor**

October 2016

## 2 Elected Representatives



Cr Robin Adams  
Mayor



Cr John McCoy  
Deputy Mayor



Cr Rod Buffett



Cr Dave Porter

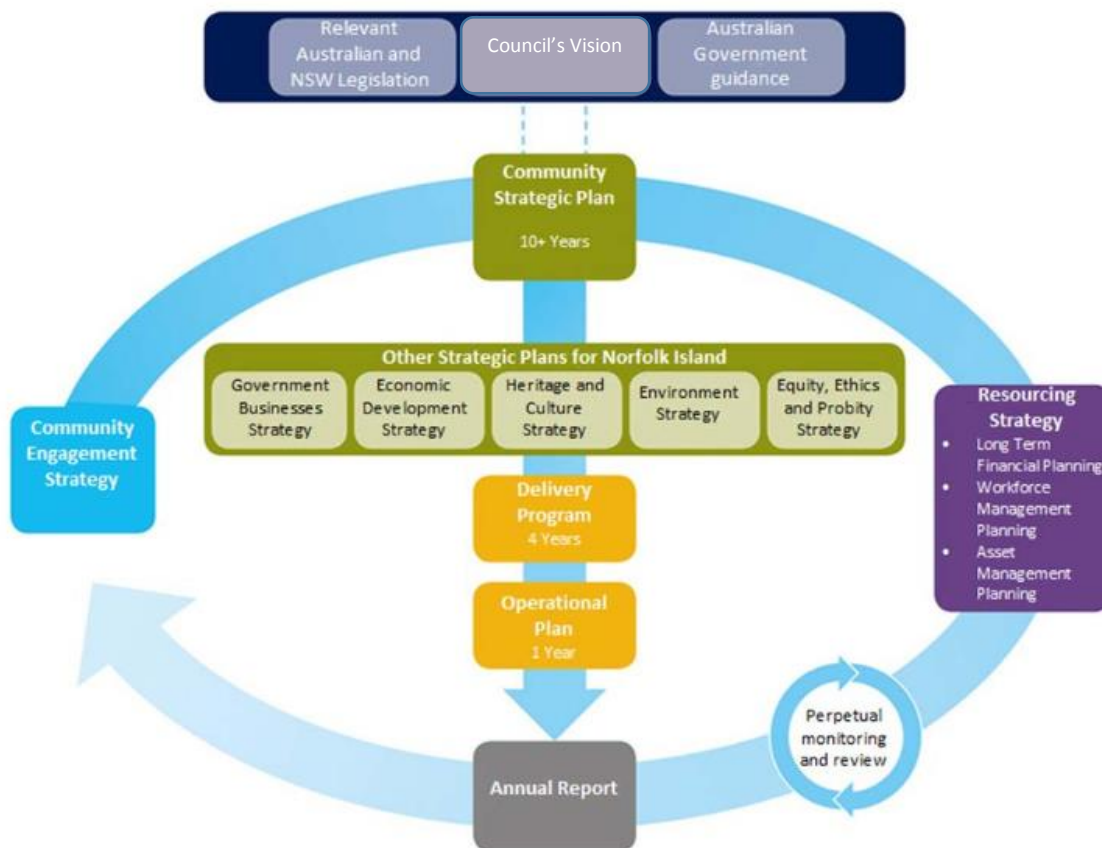


Cr Lisle Snell

### 3 Integrated Planning and Reporting

The Integrated Planning and Reporting (IPR) framework is a requirement under New South Wales legislation. The Delivery Program is an important component of the IPR and outlines the elected representatives' commitments to the Norfolk Island community during their four-year term of office. These commitments focus on the aspirations of the community as detailed in the Community Strategic Plan.

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 Community Vision from the Community Strategic Plan

### **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)*

## 5 Norfolk Island profile

<b>Snapshot</b>	
Area	3,455 hectares
Coastline	32 km
Climate	Mild and subtropical
Highest Point	Mount Bates 319m
Time Zone	UTC+11:00
Central Business Area	Burnt Pine, Taylors Road
Calling Code	6723
Internet TLD	.nf
Drive on	Left
Business Language	English
Official Languages	Norfolk and English
Major Industry	Tourism
Last Census	Conducted by the Australian Bureau of Statistics in August 2016, awaiting results
<b>2011 Census Data (2016 census data yet to be published)</b>	
Population size	2,302 (78% ordinarily resident, 22% visitors)
Population distribution by age	16% - under 15 years
	54% - between 15 and 64 years
	24% - 65 years and above
Median age for ordinarily resident population	46 years
Language	Almost 75% of the ordinarily resident population reported to speaking the Norfolk Island language
Disability	3.5% of the ordinarily resident population reported as having a disability
Concentration of working age – ordinarily resident	35 to 74 age range (full time or part time job)
Employment work by industry sector – ordinarily resident	Two highest sectors:
	18% - sales, wholesale and retail trade industry
	18% - hotels, accommodation and pubs
Employment work by occupations: what people do for money – ordinarily resident	Two highest occupations:
	25% - Clerks (office clerks and customer services)
	19% - Skilled technicians and trade workers
Median weekly income	\$575.00 per week - amongst ordinarily resident population of working age (15+ years)
Dwellings	1,444, with 127 vacant
Water Supply	97% - own rain water, and the remaining 3% of occupied dwellings reported their main source of water supply was own ground water
Source of sewage disposal – occupied dwellings	79% - septic tanks
	12% - connected to Water Assurance Scheme
	7% - comprising of occupied tourist accommodation units did not state source, presumably occupants did not know
Vehicles	1,992 vehicles
Internet Accessibility – occupied private dwellings	76% - broadband connection
	18% - no internet connection
	6% - dial up connection

## 6 Delivery Program

### Strategic Direction 1 – “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**

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
1.1	Develop a clean energy future	Solar battery storage, or an alternative option, is installed to capture excess electricity generated by photovoltaics. The moratorium on the installation of new photovoltaic systems is lifted.	18/19-19/20
1.2	Protect and enhance our water quality	Council has implemented regular and structured water testing for commercial premises and provides reports to the community.	18/19
1.3	Reduce, reuse and recover waste and end disposal of waste into the sea	No waste disposal into the sea by June 2018. Incinerator or alternative disposal method in place. Council has a policy of no plastic carry bags in shops by September 2017. Council has provided ongoing and consistent educative recycling information to the community on a minimum of a quarterly basis.	17/18
1.4	Plan for additional pressures on water resources, transport, utilities and telecommunications infrastructure	Prepared a strategic plan for additional pressures on water resources, transport, utilities and telecommunications infrastructure in line with a sustainable Population Policy. Including advocate for quality mobile and internet services.	19/20
1.5	Create a food secure community	Council has promoted home gardening (food) and the use of worm farms. Worm castings and juice are an excellent fertiliser source when growing food.	17/18



	<b>How will we get there</b>	<b>Target</b>	<b>Target year 16/17, 17/18, 18/19, 19/20</b>
1.6	Create a water secure future	Investigation on water harvesting commenced.	19/20
1.7	Keep our waters around Norfolk Island sustainable for the enjoyment of future generations	A monitoring system is in place to monitor responsible activity in and on the bays and beaches.	17/18
2.1	Retain open spaces and low density development	All planning instruments maintain existing values of low density and open community spaces.	17/18
2.2	Recognise growth of the population is linked to the long term environmental sustainability of the Norfolk Island community	A sustainable Population Policy is developed, implemented and monitored. The Population Policy is to encourage sustainable growth and work to minimise adverse environmental and social effects, setting redevelopment and growth targets.	18/19
2.3	Protect and preserve environmentally sensitive areas and those of high conservation value, through improved land management and pest control practices	Identify areas of high conservation value.	17/18
2.4	Support threatened species and minimise the presence of invasive species	A policy is developed and implemented for Council to work collaboratively with graziers and private land owners to manage weeds, pests and animal protection. Council will review animal registrations and regulate and enforce responsible pet ownership. Feral cats have been addressed in cooperation with National Parks. Reduce or eradicate Argentinian Ants and the Polynesian and European rat.	19/20
2.5	Ensure a healthy, diverse marine ecosystem	Council has educated the community on the importance and how to maintain a healthy, diverse marine ecosystem, and research to edu-tourism opportunities in this area to further promote this target.	17/18
2.6	Protect and preserve vegetation communities and habitat	All planning instruments to respect and protect natural biodiversity.	17/18 or 18/19

## Strategic Direction 2 – “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

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
3.1	All cultural traditions and practices in the Norfolk Island Community are recognised and acknowledged	Council includes the Norfolk equivalent in the titles of its Agenda, Minutes, important documents including reports, etc. Council to 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.	16/17
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	A Heritage and Culture Strategy is developed and implemented and made available to the public.  Prepare a business case to construct a Norfolk Island Cultural Centre to house and showcase cultural objects and display traditional practices.	16/17  19/20
3.3	Support cultural expression by people from all backgrounds living on Norfolk Island including the support of contemporary events	A Heritage and Culture Advisory Committee has been formed with Terms of Reference that includes organising and/or promoting cultural events. Advocate for a Preamble to the Norfolk Island Act.	16/17
3.4	Identify and prioritise the needs of cultural expression	Community cultural satisfaction survey developed and issued to the community twice in the Councils term of office with results collated and reviewed and necessary actions incorporated into relevant strategies.	Surveys in 17/18 and 19/20
3.5	Identification of heritage assets	Review the definition of heritage assets to consider including culturally significant assets. Review and update existing registers including those attached to the relevant legislation.	17/18
3.6	Recognise and protect the contribution of built heritage to local identity and economy	Continue to actively participate in the KAVHA Advisory Committee.	16/17 – 19/20

	<b>How will we get there</b>	<b>Target</b>	<b>Target year 16/17, 17/18, 18/19, 19/20</b>
3.7	Protect and maintain heritage sites for the enjoyment of residents and visitors, now and in the future	A Heritage Assets Preservation Policy for all Council owned heritage assets is developed.	17/18

## Strategic Direction 3 – “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**

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
4.1	Encourage an informed community	Update Council’s website to allow for easy searching. Council’s website is always up to date. At least one media release per month from both the Mayor and General Manager to be issued.	16/17 – 19/20
4.2	Enable broad, rich and meaningful engagement to occur	Continue to actively promote communication avenues for the community to speak to Council (Customer Care, <a href="mailto:regionalcouncil@nirc.gov.nf">regionalcouncil@nirc.gov.nf</a> ). Council meetings are broadcast on local radio.	16/17 – 19/20
4.3	Build on our sense of community	The community is overall engaged in various activities and community trust in Council is evident.	19/20
4.4	Build strong relationships and shared responsibilities	The community has an understanding that Council assets are public assets and that there is a shared responsibility for their upkeep.	18/19
4.5	Work in partnership to plan for the future	Community engagement is a regular activity for projects that have an impact on the community.	16/17-19/20
5.1	Promote the community as the place to visit, live, work and invest	An Economic Development Strategy is developed and implemented with evidence of increased population and economic activity.	16/17-19/20
5.2	Connect and protect our communities – Community Safety	Crime remains low and Council has a strong working relationship with the Police. Maintain awareness that Domestic violence is not tolerated.	19/20
5.3	Develop the facilities, resources, capacity and confidence to adapt to changing circumstances	The community has embraced change and developed an understanding in the opportunities for becoming the best small Island in the world.	19/20
5.4	Equality of access to services,	Council is satisfied that services provided to the Community by Council, by Health, Education and	18/19

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
	social support, including health, education, child care, cultural, transport and recreational facilities	other social services have equality of access.	
5.5	Clarify childcare accreditation	Childcare centres are able to be accredited on Norfolk Island.	18/19
5.6	Provision of Community based preschool and Long Day Care facilities	Preschool and Long Day Care are available for families with young children.	17/18
5.7	Deliver high quality tourism experiences	A variety of visitor experiences are available for all ages and the infrastructure in place to support tourism activities.	19/20

## Strategic Direction 4 – “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**

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
6.1	Grow and diversify the economy including niche markets	Council continues to employ an Economic Development Coordinator who has identified success factors for economic development, monitored and reported regularly to the community. E.g. the number of small businesses on the island has increased. Advocacy continues for a growing agricultural industry, including export. Investigation conducted into the potential for cottage industries and processing plants. Advocate and promote consumer protection.	16/17 – 19/20
6.2	Incentives for business start up	Advocacy continued for access to Federal Government business start-up and development funding.	18/19
6.3	Reduction in business costs – greater efficiencies in business costs	Council has investigated and identified barriers to economic growth and diversity, including ‘red tape’ barriers. Within the areas of Council’s control, Council has reduced these barriers.	17/18
6.4	Secure fibre connectivity for internet access	Continued lobbying for cable to Norfolk Island.	19/20
7.1	Create employment opportunities	The Economic Development Strategy is implemented and reported on every six months. The strategy sets out a vision for growing the economy, including the tourism sector.	19/20
7.2	Create opportunities for skill development	Advocate for fibre optic cable connectivity for increased business and educational opportunities. Advocate for the ongoing development of training and work skills.	16/17 – 19/20
8.1	Investigate partnerships to meet current and future infrastructure needs	Partnership funding secured with the Commonwealth for the upgrade of roads infrastructure across the Island. Investigate airport runway reseal including funding partnerships.	17/18  19/20

## Strategic Direction 5 – “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**

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
9.1	Representative, responsive and accountable community governance	Good governance - Council makes decisions based on information provided by Council Officers. Minimal deferral of decision making and minimal amendments to Officers’ recommendations.	16/17
9.2	Timely, open and fair, evidence based decision making with demonstrated accountability	Good governance - Council officers provide evidence based reports with quality information so that Councillors can make sound decisions.	16/17
9.3	Provision of quality best practice government administration	Council meets the requirements as set by the Commonwealth for best quality local government administration with 90% of areas reached satisfaction in this term of Council.	19/20
9.4	Increased stakeholder participation in decision-making	Active community participation on Council Advisory Committees.	19/20
9.5	Reporting required by Integrated Planning and Reporting Framework to demonstrate NIRC performance	Quarterly and annual reporting conducted. Performance is at or above 80% across all activities.	17/18 – 19/20
10.1	Consistent and sustainable governance through documented processes	The Audit committee is satisfied that there are controls in place to monitor risks and that the Risk Management Framework is implemented.	17/18
10.2	Equality of access to the same level and quality of government services	Council has a policy in place that ensures equality of access to all its services.	17/18

## Strategic Direction 6 – “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**

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
11.1	Value and promote a healthy and active lifestyle	A plan is developed for safe walking and cycle tracks and funding is secured for at least one set of exercise stations.	19/20
11.2	Encourage and promote participation in sport and well-being activities	The Mayor and Councillors are visible at sporting events and well-being activities, and actively show support and promote these activities. A community site is identified as the “go to place” for special events, concerts and music activities.	16/17 – 19/20
11.3	Promote the benefits of early intervention and testing	Children have access to early intervention services.	17/18
11.4	Support and foster active, healthy, informed and empowered youth	A youth wellness plan is developed in partnership with youth and community organisations.	17/18
12.1	Ensure availability of high quality and affordable health and aged care services and facilities	Continued relationship with the Multi-Purpose Service and advocacy on behalf of the community where gaps are identified.	16/17 – 19/20
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	The Community Donations Program has assisted a variety of community and volunteer organisations during the life of this Delivery Program.	19/20
12.3	Minimise duplication and	Barriers identified and addressed in relation to investment in the provision of aged care facilities.	19/20



	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
	maximise coordination of the provision of health and aged care services	At least one private, government or community based aged care facility is developed or in the planning stage of being developed.	
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	Day care activities are available, home care is available and access to facilities are consistently addressed for people with disabilities.	19/20
12.5	Identify issues and respond to mental health, drug and alcohol, domestic violence and child protection needs	Council is facilitating an interagency with clear aims and direction in assisting with responding to mental health, drug and alcohol, domestic violence and child protection.	19/20
12.6	Ensure confidential health support and services	The community is comfortable in accessing health and support services. There is no stigma in accessing these services.	19/20
12.7	Encourage and support visiting specialist programs	Advocacy conducted to ensure visiting specialists are targeting the population health needs.	16/17 – 19/20
12.8	Ensure services and programs are available to cater for children, youth and adults with disabilities or special needs	Advocacy conducted to ensure services and programs are available for people with disabilities or special needs.	16/17 – 19/20
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	Health and well-being programs are supported and promoted in partnership with the Department of Health. Key population health statistics consistently improving: vaccinations, cancer screening and rates of diabetes.	17/18 – 19/20
13.1	Provide adequate infrastructure to maximise a safe visitor experience	Visitor surveys conducted and results used to improve visitor experience.	16/17 – 19/20
13.2	Ensure all services meet	Regulatory function is established and policies developed. Compliance is monitored.	17/18

	How will we get there	Target	Target year 16/17, 17/18, 18/19, 19/20
	minimum health and safety standards		