



# Norfolk Island Government

Strategic Plan 2007-09

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## **NEW DIRECTIONS FOR NORFOLK ISLAND**

Norfolk Island is a great place to live, visit, work, raise a family and share in the values and benefits of a supportive community. This strategic plan is founded on the shared acceptance that Norfolk Island is first and foremost the home for its people. The plan aims to protect and enhance key aspects of the Norfolk Island way of life and to grow prosperity for all of the community, within a framework of self-government.

The strategic plan sets out a range of objectives within five major result areas:

- Growing prosperity for all of Norfolk Island
- Delivering better services
- Ensuring a sustainable environment for living
- Promoting fairness, opportunity and responsibility
- Enhancing leadership, communication and consultation

Strategies and Key Performance Indicators are identified to ensure that progress on these major goals can be measured and achieved.

## INTRODUCTION BY HON ANDRE NOBBS, MLA, CHIEF MINISTER

Prior to the election to the 12<sup>th</sup> Norfolk Island Legislative Assembly, I made a clear commitment to longer term planning that provided direction, accountability and leadership for Norfolk Island. The candidate platforms of all elected assembly members reflected many of the same aims and objectives

- Financial sustainability
- Expansion of Tourism Industry
- Efficient healthcare system
- Expansion of vocational education
- Sustainable population growth
- Social Services and better care for the aging
- Protection of environment and preservation of heritage
- Best practice approach toward administrative service delivery
- Develop strategies to assist primary producers and small businesses
- Accountability and productivity; anti corruption mechanisms
- Cooperative relationship with Australia
- Reliable air services
- Review of Norfolk Island Plan
- Review of Immigration
- Development of seaport facilities
- Upgrade infrastructure
- Incentives for new business

Our goal as a government and as a Legislative Assembly is to work cohesively toward these goals, in a responsible and dedicated way. We must focus on enhancing our economy, delivery services efficiently, maintaining our environment, providing social justice and ensuring we communicate effectively on all levels.

There are significant aims and objectives contained within this strategic plan; many are already underway as indicated by the Norfolk Island Government at the tabling of the Strategic Plan Framework in May of 2007. Throughout the life of this Assembly, the Government will face many difficult decisions, and as with any Government may not be able to do everything.

The purpose of this document is to enable the Government to embrace the challenges and opportunities ahead, and provide clear direction to the public service, Statutory Boards and Committees and to the community.

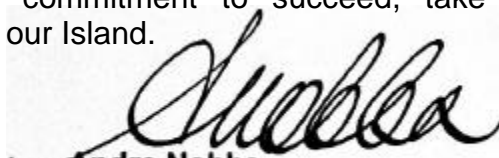
We must be constructive, positive and encouraging of success. Norfolk Island has weathered several economically challenging years. Now we must move forward- assessing better economic initiatives and promoting the advantages Norfolk Island has within its reach.

Our Island has much to be proud of, our sense of community, almost three decades of self-government and financial management through the difficult and the better times.

I believe this Government has already moved in positive directions through astute management of many areas, sensible intergovernmental communications and continuing re-assessment of our service delivery.

My commitment is to provide clear and positive leadership and stability through a cohesive government and accountability through planning and transparent processes.

I am confident that this Strategic Plan, although not exhaustive, will enable Norfolk Island to move forward. However, to be truly successful from this point, everyone must make a commitment to succeed, take pride in ourselves, our achievements and our Island.

  
**Andre Nobbs**  
Chief Minister





**TWELFTH NORFOLK ISLAND**

**LEGISLATIVE ASSEMBLY**

<b>LISLE DENIS SNELL</b>		Speaker	<b>TIMOTHY JOHN SHERIDAN</b>	Deputy Speaker
Ian R.M. Anderson	Brendon A. Christian	Neville C. Christian	Geoffrey R Gardner	Stephanie V.A. Jack
	Christopher A.C. Magri		Andre N Nobbs	

**EXECUTIVE MEMBERS AND THEIR PORTFOLIOS**

<b>Andre N. Nobbs</b> <i>Chief Minister</i>	<b>Neville C. Christian</b> <i>Minister for Finance</i>	<b>Geoffrey R. Gardner</b> <i>Minister for Tourism and Health</i>	<b>Stephanie V.A. Jack</b> <i>Minister for the Environment, Education and Social Welfare</i>	<b>Christopher A.C. Magri</b> <i>Minister for Commerce and Industry</i>
<b>Intergovernmental Business</b> <b>Self-government Strategic Planning</b> <b>Public Service/Annual Report</b> <b>Immigration</b> <b>Workers Compensation</b> <b>Employment</b> <b>Licensing</b> <b>Culture and History</b> <b>New Technology</b> <b>Assessment</b>	<b>Public Monies</b> - Administration assets - Fees and Charges - Revenue raising - Economic policy - GST <b>Government Business Enterprises</b> - Electricity - Telecommunications (Broadcasting) - Liquor Bond - Lighterage - Postal/Philatelic - Airport <b>Airline</b> <b>Customs</b> <b>Retail Price Index</b> <b>Benefit Adjustment Factor</b> <b>Emergency services</b> - Firearms - Explosives - Fire protection & control - <b>Disaster Mgt</b>	<b>Tourism</b> <b>Health</b> - Hospital Enterprise - Healthcare <b>Gaming</b> <b>Sport and Recreation</b> <b>Police</b> <b>Legal Matters</b> - Courts - Legal Aid - Tribunals - Suits for & against the Administration	<b>Environment</b> - Environmental Health - Land Management <b>Land and Buildings</b> - Regulatory Administration <b>Education</b> <b>Social Welfare</b> <b>Public Health</b> <b>Agriculture and Horticulture</b> <b>Quarry</b> <b>Waste Management</b> <b>Parks and Forestry</b> <b>Quarantine</b> <b>National Park &amp; Botanic Gardens</b> <b>Museums</b> <b>KAVHA</b>	<b>Commerce &amp; Indust</b> <b>Fishing</b> <b>Superannuation</b> <b>Industrial Relations</b> <b>Civil Works</b> - Roads <b>Industrial initiatives</b> <b>Economic Policy</b> <b>Transport</b> - Shipping

# PORTFOLIO MINISTERS' GOAL STATEMENTS

## MINISTER FOR FINANCE

I have executive responsibility for a wide variety of functions within the Administration of Norfolk Island. I will list the major ones and identify the direction that I will be pursuing into the future.

**Airline:** Add additional ports within Australia and selected Pacific destinations to boost and sustain visitor numbers to Norfolk Island

**Airport:** Continue existing programmes to ensure that the Norfolk Island Airport is both safe and compliant with Australian and International requirements.

**Benefit Adjustment Factor:**  
Continue to monitor and improve the BAF to ensure that welfare recipients are adequately provided for.

**Broadcasting:**  
Improve the quality of radio and television in Norfolk Island by providing digital transmissions where possible.

**Customs:** Continue the process of reducing Customs as our principal revenue earner and shift their focus to border security and illicit drug control.

**Disaster Management:**  
Complete the process of improving our disaster management capabilities with the eventual co-location with the new fire station.

**Economy:** Continue to use functions within my control to deliver maximum economic benefit to Norfolk Island.

**Electricity:** Continue to provide a reliable electricity service while pursuing options to reduce our reliance on fossil fuels and reduce electricity prices to the consumer.

**Fuel:** Continue to provide a reliable supply of oil-based fuels to consumers in Norfolk Island.

**Lighterage:** Continue to explore options for improving customer service and to provide safer working conditions.

**Port Facilities:**  
Continue our efforts to facilitate the eventual construction of port facilities for Norfolk Island.

**Retail Price Index:**  
Complete the review and updating of the RPI.

**Taxation:** Fine tune the GST as it assumes the mantle of principal revenue earner for the Administration of Norfolk Island.

**Telecommunications:**  
Continue to improve and modernise telecommunications capabilities with a view to increasing the quality of the service and greatly reducing the costs of telecommunications into and out of Norfolk Island.

## MINISTER FOR TOURISM AND HEALTH

Following are my priorities for the major portfolio areas for which I am responsible.

### **Gaming:**

Encourage the further development of the gaming industry in Norfolk Island to increase the revenue generated.

### **Health:**

Improve and maintain the provision of health services to the Norfolk Island community.

**Healthcare:** Maintain the Healthcare Scheme at a level that meets the needs of the community; and consider opportunities to enhance the benefits of the scheme to its members.

**Hospital:** Progress the planning for a new hospital.

### **Legal and Justice:**

1. Ensure that we enjoy a modern and well-regulated Justice system that is tailored to the needs of the Norfolk Island community.
2. Finalise the review of our legislation that underpins our justice system.
3. Consider and implement options for the role of an ombudsman in Norfolk Island.
4. Consider and implement a workable freedom of information regime in Norfolk Island.

**Police:** Finalise the review of the Memorandum of Understanding with the Commonwealth for the provision of police services; and ensure the ongoing provision of policing services at a level that meets the needs of the Norfolk Island community.

### **Sport and Recreation:**

Support sporting and events organisations in their significant role in attracting visitors to Norfolk Island through marketing and promotion assistance from the Norfolk Island Government Tourist Bureau and Norfolk Air.

**Tourism:** Progress the full implementation of the Tourism Strategy with continual monitoring of outcomes and adaptation to any changes in the operating environment; and maintain the cooperative assistance of Norfolk Air in assessing and establishing additional market segments to drive growth.

## MINISTER FOR THE ENVIRONMENT, EDUCATION & SOCIAL WELFARE

I have executive responsibility for a wide range of social programmes and legislative functions. Following is a brief listing of the main areas and the broad objectives I am seeking to pursue during the term of the 12<sup>th</sup> Assembly.

### **Agriculture and Horticulture:**

Extend the growing season and improve genetic profiles through expanded protocols for the importation of plant stock and develop programmes for import of a limited variety of fresh fruit.

**Education:** In conjunction with NSW Education, expand post-secondary education, especially through the development of apprenticeship and traineeship programmes.

**Environmental protection and enhancement:**

Complete and implement the Natural Resource Management Plan (NRMP). Expand public and community programmes to protect and enhance the unique ecology of Norfolk Island, including funding through the Ivens F Buffett Trust, Envirofund, and Natural Heritage Trust.

**KAVHA:** Review the existing MoU to ensure that KAVHA moves from an advisory body to a statutory one. Progress public consultation on the next stage of the Conservation Management Plan for KAVHA, and move toward finalisation and implementation of the Plan. Continue to support the World Heritage listing of KAVHA as part of the Convict Nomination group. This will include sponsoring a significant regional conference on Islands of Exile.

**Parks and Forestry:**

Ongoing programmes to implement the plans of management for each reserve, especially in relation to weed eradication, clearing, and replantings as relevant. Maintain and expand the variety of endemic species of flora available from the Administration/National Park Nursery.

**Planning:** Complete reviews and implement recommendations for the Norfolk Island Plan and for signage. Update Development Control Plans for roads and water.

**Public Health:**

Review all relevant legislation and implement reforms to coordinate programmes across a range of legislative areas to facilitate better public health outcomes.

**Quarantine:** Establish a quarantine advisory group to examine and advise on major quarantine policy issues and strategic directions and to ensure effective consultation between Administration and stakeholders.

**Quarry:** Identify a new quarry site to produce suitable rock and associated materials for the next 20-30 years.

**Social Welfare:**

Complete the review of the Social Welfare Act and implement changes to recognise the changing needs of an evolving Norfolk Island community.

**Waste Management:**

Continue to expand the recycling capabilities of the existing Waste Management Centre (for example, the glass crusher project); deal more efficiently with waste in a sustainable manner (for example, a small compact high temperature incinerator specifically for veterinary, clinical and quarantine waste and a larger high temperature incinerator for the bulk of municipal waste). Investigate means of dealing with the remaining intractable waste (for example, car bodies, white goods).

**Water:**

Review and implement the results of the hydrology study and the NRMP and implement measures to ensure improved water quality and sustainable supplies in both the above ground and sub-aqua collection areas. Improve rainwater collection and usage through review of the Development Control Plan - Water.

## **MINISTER FOR COMMERCE AND INDUSTRY**

As Minister for Commerce and Industry, I have executive responsibility for a range of statutory functions within the Administration of Norfolk Island. I also have responsibility for developing and implementing policies on a broader scale to achieve economic growth and diversification within Norfolk Island. Listed below are the major areas with an outline of current and future directions.

### **Commerce and industrial development:**

Develop and implement a comprehensive policy for attracting new business investment in areas which will diversify the Norfolk Island economy, create employment and lessen the dependence on tourism.

**Cost of living:** Explore options for reducing the cost of living, including further negotiations with the Commonwealth concerning freight equalization schemes similar to those provided for other territories and Tasmania.

### **Economic planning:**

Continue to work with the CEO and the Minister for Finance to develop a Treasury function with responsibility for analysis of economic data and comprehensive economic policy advice.

**Fishing:** Development of a fisheries management plan and new initiatives for fishing-related activities in consultation with stakeholders including the Fishing Association and the Commonwealth Government.

### **Infrastructure development:**

Oversee tendering processes and major new contracts in relation to Norfolk Island Airport, a new port/harbour and commercial opportunities associated with a deep water port.

### **Offshore promotions:**

Conduct further displays in Australia or elsewhere based on attracting investment, tourism and immigration in targeted areas such as professions and high-income groups – based on the successful pilot exercise at the NSW CPA Conference.

**Roads:** Implement a 10-year strategy for road reconstruction, maintenance and improvement including contracting out where desirable.

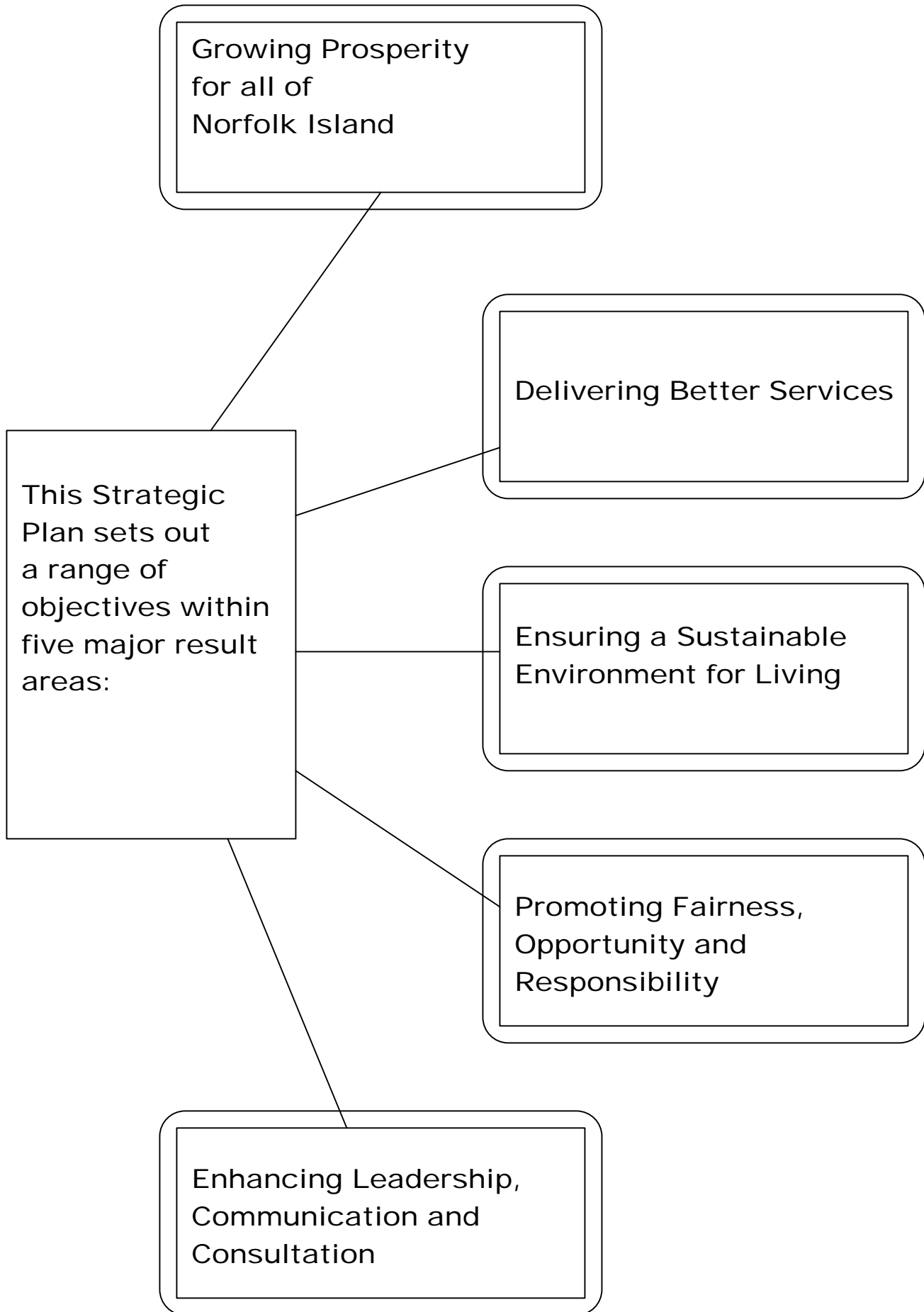
### **Road safety:**

Conduct a road safety campaign over Christmas/New Year and introduce a comprehensive programme of road safety reform during 2008 in consultation with the Road Safety Committee, police and the wider community.

### **Superannuation:**

Continue consultation with private sector providers and develop a proposal for a statutory island-wide superannuation scheme by the end of 2008.

## Strategic Plan Elements



## Explanation of Block Diagrams

An important aspect of generating this strategic plan was associating aims and objectives, not only with outcomes, but also with areas of responsibility. The purpose of the block diagrams is to provide an easy reference to the aim, the ownership, the strategy, the management, the timeline and the outcomes.

Area of activity	Objective	Responsible unit/GBE and Minister*	Strategy	PS Management initiative	Timing	Outcome/Key Performance Indicator(s)
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### **Area of Activity**

The entry in this box denotes the sector, portfolio element, or specific area affected.

### **Objective**

Each component is listed within the objective box to outline the aim and strategy.

### **Responsible unit/GBE and Minister**

The areas responsible for management/ownership of each objective are accounted for in this box.

### **Strategy**

The contents of this box detail the manner in which the aim will reach a measurable outcome.

### **P.S Management initiative**

Public service management areas methodology for reaching the measurable outcome.

### **Timing**

Where possible dates have been attached to completion of each component of the area of activity.

### **Outcome/Key Performance Indicators**

Key performance indicators relating to the various stages & finalisation of strategies and outcomes.

## Key Result Area 1: Growing prosperity for Norfolk Island

Area of activity	Objective	Responsible unit/GBE and Minister*	Strategy	PS Management initiative	Timing	Outcome / Key Performance Indicator(s)
Tourism	Finalise 5-year tourism plan	Norfolk Tourism MTH	Report on results against the plan both operationally and financially	Develop monthly mgmt report to the Minister – validate data, identify trends, compare budget forecasts to actuals, revise future forecasts where appropriate	Month: July Year: 2007 Then monthly thereafter	Yield data Fwd bookings Best outcomes as identified in 5-year plan
Tourism	Assessment of industry support, branding and accreditation	Norfolk Tourism MTH	Establish working groups	Allocate tasks to members of NI Tourism Board	Month: September Year: 2007 Then monthly thereafter	Launch new NI brand to the market Launch accreditation scheme
Tourist accommodation	Initiate conversion facility for tourist accommodation unit licences	Tourist Accom Officer MTH	Amend legislation	Develop a licensee awareness programme	Month: December 2007 Report monthly thereafter	Evaluate numbers of licences transferred and change in star rating of relevant properties
Infrastructure	Stimulate economic growth through major infrastructure projects and economic diversification	CEO ED-I&E MCI	Evaluate, report on major project proposals incl: port / harbour; boat repair; fishery; new hospital; expanded airport terminal	Engage consultant to prepare feasibility studies / plans for: a) Port / harbour b) Airport terminal c) RESA d) Fire station e) Airport carpark	By: a) Jun 2008 b) Mch 2008 c) Dec 2007 d) Sep 2008 e) Mch 2008	Measurable progress on initiating new industries and infrastructure development: c) May 2008 e) Dec 2008

Area of activity	Objective	Responsible unit/GBE and Minister*	Strategy	PS Management Initiative	Timing	Outcome/Key Performance Indicator(s)
Population	Stimulate the NI economy through targeted population growth	Immigration CM	1. Undertake immigration review and assessment of population policy 2. Report on the outcomes and identify target groups 3. Develop strategies to target identified groups	1. Undertake review and assessment 2. Report developed identifying target groups 3. Develop self assessment on the website prior to applications being lodged 4. Undertake transparent review process within agreed timeframe	1. Month: Dec Year: 2007  2. Month: March Year: 2008  3. Month: March Year: 2008  4. Month: June Year: 2008	1. Popn Policy reviewed and assessed 2. Target groups identified 3. Level of increase of target groups identified 4. Increased immigration in targeted areas 5. All immigration applications processed within identified timeframes
Private sector	Create conditions for private sector restructuring, diversification and growth	CM MCI Executive	Explore opportunities for access to Clth programs, private consultants	Support displays and presentations to professional conferences and events	June 2008	Up to five presentations and/or displays. Measureable response
Public sector	Improve efficiency and effectiveness in the public service	CEO CM	Assess core business processes. Develop appropriate structures.	HR Policy review. PSM Act review. Process mapping completed. Restructure agreed with staff.	March 2008 June 2008  November 2007  January 2008	Restructure and rationalisation of PS including greater focus on core business
Public sector	Rationalise and improve GBEs	CEO Individual GBEs MF	Assess "best fit" for GBEs. Determine appropriate structures. Develop Business Plans.	Identify core business; Prepare recommendations for Executive	Dec 2008	Each GBE to have an approved business plan

## Key Result Area 2: Delivering better services

Area of activity	Objective	Responsible unit/GBE and Minister*	Strategy	PS Management initiative	Timing	Outcome / Key Performance Indicator(s)
Finance	<p>Establish Treasury function</p> <p>GST review</p> <p>Implement International Financial Reporting Standards (IFRS)</p>	Finance MF	Develop Treasury Infrastructure and Treasury Mgmt policies. Community GST consultation process.	<p>Implement structure. Recruit / train professional staff. Assess community GST responses, then formulate and implement changes with community and staff training. Identify / analyse: Admin for profit and not for profit entities; debt / liabilities; contract derivatives; cash generating units; capital / asset operation models; annual review mechanisms and staff training to implement IFRS.</p>	<p>July 2008</p> <p>Dec 2008</p> <p>Mch 2008</p> <p>June 2008</p>	<p>Development of revised financial indicators, and economic forecasting capacities.</p> <p>IFRS compliant financial statements by 30/6/2008</p>
Social welfare	Affordable pharmaceutical and prescription services	Welfare Officer Hosp. pharmacist MEESW	Research options; liase with Cth and stakeholders	Prepare position paper including recommendations	Dec 2008	Implementation of PBS-style scheme
Social welfare	Affordable and equitable comprehensive social welfare system	Welfare Officer MEESW	Complete social welfare review	Action plan for implementation of review recommendations	March 2008	Implementation of welfare review recommendations

Energy	Expand energy options	ED-I&E Electricity CM MF	Develop Energy Mgmt Plan	Undertake feasibilities. Incorporate into Energy Mgmt Plan	Dec 2009	Plan with KPIs to integrate viable energy options into electricity grid
Legislative, legal & contractual	Commercial Law	CEO MCI	Develop NI-specific suite of commercial legal documentation eg tendering, consolidated contracts and consultancy agreements	Determine required documents, then develop and implement	Dec 2008	Suite of tender and procurement documents, and standard contracts created

<b>Area of activity</b>	<b>Objective</b>	<b>Responsible unit/GBE and Minister*</b>	<b>Strategy</b>	<b>PS Management initiative</b>	<b>Timing</b>	<b>Outcome / Key Performance Indicator(s)</b>
<b>Social welfare</b>	Affordable and equitable comprehensive social welfare system	Welfare Officer MEESW	Complete social welfare review	Action plan for implementation of review recommendations	March 2008	Implementation of welfare review recommendations
<b>Health</b>	Maintain/manage and improve services and infrastructure	Hospital MTH	Introduce new services; innovative use of existing health resources; develop plan to upgrade equipt. and buildings	Hospital Board and Executive Director to develop action plans	July 2007 Quarterly thereafter	Implementation of main goals of Hospital Strategic Plan
<b>Transport</b>	Review air/sea transport services and freight options	CEO MCI	Explore options for shipping; freight equalisation and ADF partnerships	Establish working group. Prepare Mgmt Plan and options.	Interim report June 2008, quarterly thereafter	Strategic plan for transport and freight services
<b>Education</b>	Develop apprenticeships, traineeships and higher education opportunities. Develop Middle School strategies; Quality Teaching (QT); improve school welfare system	School MEESW	Liaise with TAFE and mainland departments and higher education institutions.	Develop and implement plan for middle schooling; identify and implement QT strategies through 2 year plan; review school social welfare system, needs and strategies.	By 2009	Implementation of at least 4 new courses. Improved teaching and welfare outcomes.
<b>Communications</b>	Finalise and implement ISP and IDD options	Norfolk Telecom MF	Complete Tender process	Sign contracts with preferred tenderers; install dish/implement new systems.	Dec 2007 Dec 2008	Implement improved and less costly services by 30/6/08
<b>Legislative, legal &amp; contractual</b>	Improved Education MoU	School Principal MEESW	Draft new MoU	Formalise MoU with LSU and NSW Government	Dec 2007 Review and report quarterly	New Education MoU in place incorporating required improvements
<b>Legislative, legal &amp; contractual</b>	Improved Policing arrangements with the Cth	Police Registry MTH	Liaise with Cth and draft new funding agreement	Community outreach through Island Beat (weekly radio and news items) and Crimestopper (confidential call line) initiatives.	April 2008 Review annually thereafter	MoU in place ensuring more productive and financially viable policing services. Improved community/policing support.
<b>Legislative, legal &amp; contractual</b>	Justice package	LSU MCI	Develop NI-specific suite of legislation complying with SCAG principles	LSU to develop implementation and training plan	Dec 2008	Legislation assented to and commenced

### Key Result Area 3: Sustainable environment for living

Area of activity	Objective	Responsible unit/GBE and Minister*	Strategy	PS Management initiative	Timing	Outcome / Key Performance Indicator(s)
Natural environment	Protect and enhance the natural environment	Land & Environment MEESW	Continuation of Toon Trust grant program and support for NHT grant applications	Review of Toon Trust protocols and guidelines; advise and assist applicants for NHT	Ongoing / annual review each Sept	Reduced exotic plants and weeds; completed KAVHA CMP; Evaluation of Toon Trust projects
Horticulture	Expand opportunities for local horticulture and importation of produce/horticultural aids	Land & Environment MEESW	Develop importation protocols, commencing with apples	Research issues and provide written recommendations to Executive	April 2008 Review quarterly	Commenced programs to import fruits, plant materials, fruit trees, biological control agents etc.
Quality of life	Improve prevention measures against anti-social behaviour, pollution	Land & Environment Registry LSU Police School MEESW	Review Public Health Act; consider need for new or replacement legislation	Joint working group to look at legislation and enforcement and recommend changes	June 2008	Legislation and programs initiated including community education
Sustainable development	Review Norfolk Island Plan	Planning officer MEESW	Commencement of NI Plan review in Oct 2007	Design and implement programme for review of NI Plan	Completion of NI Plan review by Oct 2008  Implementation of new NI Plan by Jan 2009	New NI Plan implemented including sustainable new quarry and next stage of land initiative
Quality of life	Expand opportunities for arts, sports and cultural activity	CEO MEESW CM	Evaluate options to accommodate community cultural activities	Manage grant application process	Jun 2008 Quarterly thereafter	Four new initiatives commenced

## Key Result Area 4: Promoting fairness, opportunity and responsibility

Area of activity	Objective	Responsible unit/GBE and Minister*	Strategy	PS Management initiative	Timing	Outcome/Key Performance Indicator(s)
<b>Administrative review</b>	Implement a comprehensive administrative review system	Registry STG MTH	Develop a proposal for consideration by Executive	Appoint complaints officer	First report June 2008 Monthly thereafter	Commencement by 1/ 7/08 of Admin complaints system; Ombudsman; Anti-corruption function
<b>Training</b>	Train all public sector staff in service delivery, diversity, probity, decision-making and admin review principles	CEO HR Section CM	Undertake training needs analysis; Develop a training plan.	Training design and implementation	June 2008	First training cycle completed
<b>Public education</b>	Introduce new rights measures including FOI and whistleblower initiatives and develop public information programmes	Registry STG MTH	Liaise with relevant Cth and state bodies	Design and schedule training activities	June 2008	Delivery of first round of public education programmes

## Key Result Area 5: Enhancing leadership, communication and consultation

Area of activity	Objective	Responsible unit/GBE and Minister*	Strategy	PS Management initiative	Timing	Outcome/Key Performance Indicator(s)
Leadership	Develop leadership, professional training and mentoring activities	CEO STG CM	Investigate opportunities and options including CPA, CDI and other relevant programmes	Assist with mentoring and training activities	June 2008	Delivery of professional leadership training to at least four community and/or political leaders; enhanced Youth Assembly
Communication	Make greater use of radio: forums, interviews and talkback on individual issues, Assembly activities new initiatives and general community feedback	STG CM	Liaise with Radio Norfolk	Develop forward radio plan and schedule	Commence immediately. Report monthly thereafter.	Implement and review regularly
Communication	Make greater use of print and online media to inform and consult the community	STG CM	Liaise with key stakeholders	Weekly print media plan	Commence immediately. Report monthly thereafter.	Implement and review regularly
Consultation	Expand opportunities for face-to-face contact between the community and Execs/MLAs through public meetings, street events, displays etc.	STG CM	Evaluate current and past activities and results and develop innovative alternatives	Develop 3-monthly consultation plan	Commence immediately. Report monthly thereafter.	Implement and review regularly
Consultation	Make more effective use of surveys, questionnaires or referendums to obtain community views and measure public opinion	STG CM	Evaluate current and past activities and outcomes; research alternatives	Small working group including MLAs	First report by end May 2008. Report monthly thereafter.	Three surveys or questionnaires by 30/6/08
<p>* Abbreviations for Ministers are as follows: CM Chief Minister MCI Minister for Commerce and Industry MEESW Minister for Environment, Education and Social Welfare MF Minister for Finance MTH Minister for Tourism and Health</p>						

## **SUPPORTING DOCUMENTATION**

## COMMONWEALTH LOANS

### Cascade Cliff Loan Fund

A Loan Agreement between the Commonwealth of Australia and the Administration of Norfolk Island for a \$3.5 million interest free finance facility to bench and stabilize the Cascade Cliff was entered into in 1998. The total project costs was \$3,153,141.27.

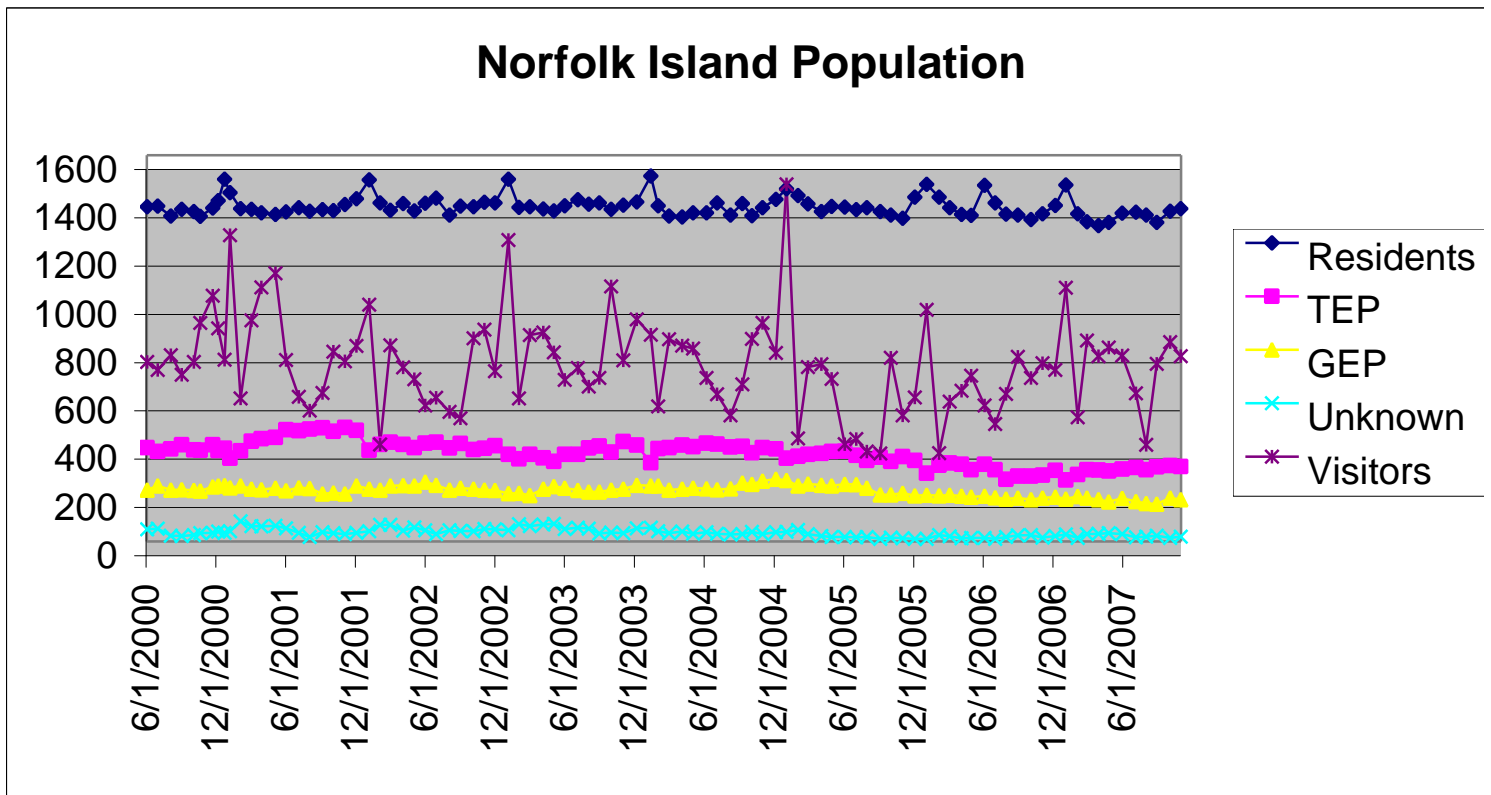
The loan is repaid every six months in arrears from royalties collected from rock used or sold from the rock stockpile created from the benching of the Cliff.

As at 31 March 2007 the balance owing on the loan was \$760,610.06.

### Airport Runways Loan

This loan was to provide funding for the resurfacing of the Norfolk Island Airport runways. The amount borrowed was \$12 million. Biannual loan repayment installments of \$600,000 are to be made to the Commonwealth Government, with the first repayment payable on 1 June 2009. The final repayment date will be 1 December 2018.

## NORFOLK ISLAND POPULATION TRENDS FROM 2000 TO 2007



The above graph provides a breakdown of Resident/GEP/TEP and visitor numbers on-island

## REVENUE FORWARD ESTIMATES FOR GOVERNMENT BUSINESS ENTERPRISES

<b>REVENUE FUND</b>	<b>12,652,100.00</b>
LIQUOR SUPPLY SERVICE	1,607,000.00
NORFOLK ISLAND AIRPORT	3,676,400.00
NORFOLK AIR	22,698,900.00
ELECTRICITY SERVICE	3,736,000.00
NORFOLK TELECOM	3,131,500.00
POSTAL SERVICE	660,200.00
LIGHTERAGE SERVICE	387,000.00
WATER ASSURANCE FUND	615,000.00
WORKERS COMPENSATION	380,000.00
HEALTHCARE FUND	868,000.00
MUSEUMS	278,700.00
G.S.T.	5,870,000.00
CASCADE SALE OF ROCK	458,700.00
GAMING ENTERPRISE	610,000.00
KAVHA FUND	922,000.00
OFFSHORE FINANCE CENTRE	
ROADS	933,000.00
NORFOLK ENERGY	7,300,000.00
	<hr/>
TOTAL	66,784,500.00

## CAPITAL EXPENDITURE ESTIMATES FOR 2007/08

ENTITY	ESTIMATED EXPENDITURE
NORFOLK ASLAND AIRPORT	1,871,500
NORFOLK AIR	6,000
ELECTRICITY SERVICE	109,500
NORFOLK TELECOM	974,600
NORFOLK POST	30,000
WATER ASSURANCE FUND	274,000
GAMING ENTERPRISE	3,000
ROADS	336,800

**PUBLIC SERVICE EMPLOYMENT DATA - Staffing establishment as 14 December 2007**

<b>Department or area</b>	<b>Contract staff</b>	<b>Full-time Officers</b>	<b>Part-time/casual staff</b>
CEO	1	2	
GST		2	
Assembly	1	2	
Administrator		2	
Government House		1	2
Internal Audit			1
Legal Services	3	1	4
KAVHA/Restoration	1	8	5
Human Resources		3	
Norfolk Island Police		1	
Policy and Projects	1		1
Corporate/Community Services	1	1	
Finance		7	
Information Technology		3	1
Records		3	
Customs		8	
Immigration		3	
Registry		4	1
Tourist Accommodation		1	
Companies/Social Services		2	
Healthcare/Employment		2	
Museums	1	3	1
Library			1
Philatelic		4	2
Post Office		5	
Liquor Bond		4	1
School			6
Environment/Infrastructure	1		
Works Depot		2	1
Building/Maintenance	1	2	3
Grounds/Public Places		3	
Mechanical	1	4	1
Roads		2	4
Lighterage		1	2
Stores		3	
Land Use/Environment	2		1
Health/Quarantine		4	
Waste Management		2	
Parks and Forestry		7	5
Airport and Security		4	12
Telecom	1	10	5
Broadcasting		1	1
Electricity		4	3
Powerhouse		5	
Emergency Services		4	2
<b>Totals</b>	<b>15</b>	<b>130</b>	<b>66</b>

## CURRENT LEGISLATIVE PROGRAMME

<b>BILLS INTRODUCED TO ASSEMBLY 2007/08</b>	<b>STATUS</b>	<b>DATE INTRODUCED</b>	<b>INTRODUCED BY</b>	<b>STATUS</b>
<b>Goods and Services Tax Bill 2007</b>	<i>Assent 16 March 2007</i>		Minister for Finance	Commenced 16 January and 2 April 2007
<b>Road Traffic (Amendment) Act 2007</b>	<i>Assent 16 March 2007</i>		Minister Commerce and Industry	Commenced 16 March 2007
<b>Customs (Amendment) Act 2007</b>	<i>Assent 3 May 2007</i>		Minister for Finance	Commenced 2 April 2007
<b>Appropriation Bill 2007-2008</b>	<i>Assent 29 June 2007</i>	21 June 2007	Minister for Finance	Commenced 29 June 2007
<b>Tourist Accommodation (Amendment) Bill 2007</b>	<i>Assent 25 September 2007</i>	21 June 2007 27 June 2007	Minister Tourism and Health	Commenced 28 September 2007
<b>Norfolk Air Corporation Bill 2007</b>	<i>Notice Paper</i>	18 July 2007	Minister for Finance	
<b>Road Traffic (Amendment No. 2) Bill 2007</b>	<i>Assent 28 August 2007</i>	18 July 2007	Minister for Commerce & Industry	Commenced 31 August 2007
<b>Court Procedures Bill 2007</b>	<i>Assent 27/11/07</i>	10 October 2007	Minister for Tourism and Health	Commenced 120 days from 29 November 2007
<b>Sentencing Bill 2007</b>	<i>Assent 27/11/07</i>	10 October 2007	Minister for Tourism and Health	Commenced 29/30 November 2007
<b>Criminal Procedure Bill 2007</b>	<i>Assent 27/11/07</i>	10 October 2007	Minister for Tourism and Health	Commences on 1 January 2008 with Criminal Procedure Act 2007
<b>Criminal Code Act 2007</b>	<i>Assent 27/11/07</i>	10 October 2007	Minister for Tourism and Health	Commences 1 January 2008 2007

<b>BILLS INTRODUCED TO ASSEMBLY 2007/08</b>	<b>STATUS</b>	<b>DATE INTRODUCED</b>	<b>INTRODUCED BY</b>	<b>STATUS</b>
<b>Companies (Amendment) Bill</b>	<i>Passed</i>	14 November 2007	Minister for Finance	Assent 3 January 2008
<b>Public Monies (Amendment) Bill</b>	<i>Passed</i>	14 November 2007	Minister for Finance	Assent 3 January 2008
<b>Public Monies (Amendment No. 2) Bill</b>	<i>Passed</i>	14 November 2007	Minister for Finance	Assent 3 January 2008
<b>Supreme Court (Amendment) Bill</b>	<i>Tabled</i>	14 November 2007	Minister Tourism & Health	Passed – to be repealed (see Supreme Court Amendment) Bill 2008
<b>Supplementary Appropriation Bill 2007-2008</b>	<i>Passed</i>	19 December 2007	Minister for Finance	Assent 22 January 2008
<b>Sentencing (Amendment) Bill</b>	<i>Tabled</i>	19 December 2007 Urgent Bill	Minister Tourism & Health	Assent 3 January 2008
<b>Subdivision (Amendment) Bill</b>	<i>Tabled</i>	19 December 2007	Minister EESW	Adjourned
<b>Absentee Landowners Levy (Amendment) Bill</b>	<i>Tabled</i>	19 December 2007	Minister for Finance	Assent 22 January 2008
<b>Liquor (Amendment) Bill</b>	<i>Urgent Bill Passed</i>	16 January 2008	Minister for Finance	Assent 22 January 2008