



**Australian Government**  
**Department of Regional Australia,  
Regional Development and Local Government**

**2011**

# NORFOLK ISLAND ROADMAP SUBMISSIONS FEEDBACK SUMMARY



## Summary

The Norfolk Island Roadmap was developed to inform future directions in relation to structural reform of Norfolk Island's self-government model. The roadmap is a discussion document, and has been developed to enable targeted consultation between the Australian Government, the Norfolk Island Government (NIG) and the local community.

The key Norfolk Island Roadmap reforms are:

- **Governance** through providing a stronger, more open and transparent form of government, building on the reforms in the Territories Law Reform Act 2010.
- **Economic development** through quick action to address barriers to tourism, particularly reform of air services, access to the Island, and facilities for cruise ships.
- Enabling the **Norfolk Island Public Service** to provide good financial and policy advice and effective services to the Norfolk Island Government and community.
- Obligation by Norfolk Island residents to contribute to the **Australian tax system**;
- **Social services** including adequate health, welfare and education, support for vulnerable citizens and providing educational opportunities.
- Preserving and enhancing **the environment and heritage** attributes of the Island including the Kingston and Arthur's Vale Historic Area and the other natural areas of Norfolk Island and recognizing their contribution to the economy and community.
- **Extend Commonwealth laws** to the Island to promote improved economic growth and diversification.

The Roadmap was circulated for public comment by the NIG and this round of consultation closed on 20 May 2011.

153 submissions were received either by the NIG or the Department. All submissions were then collated by the Department in line with the NIG's requested that it conduct the analysis.

Of the submissions received, 85 (55%) were campaign letters sponsored by a local community action group and were focussed on the Roadmap process or other issues not directly related to the Roadmap's contents. 55 of the campaign letters requested *'that the implementation of the proposed changes in the roadmap be halted and restarted after proper consultation with the community.'* 30 of the 85 campaign letters were unhappy with the conditions of the amendments to Funding Agreement, in particular, self-funded retirees and encouraging new businesses to Norfolk Island. These campaign letters did not express an opinion on the proposed reform measures.

Eleven submissions (7%) were either anonymous or the authors asked that their identity not be disclosed. Those requests have been met in this report and, where submissions were provided on the condition that they not be disclosed, they have remained confidential.

Of the remaining submissions which did address the Roadmap's contents, overall, the substantive comments were supportive of change, although some were concerned about the costs in compliance with suggested reforms. There were also constructive comments on a number of the proposed reform items and these can be found in the Summary of Comments (Attachment A).

Around 43% of the submissions received which addressed the Roadmap's contents, were generally supportive of the Norfolk Island Roadmap with the highest support being for Governance Reform (47%). The extension of Commonwealth Laws recorded the lowest support (39%) with feedback indicating a need for further information on what the implementation of the laws would mean to Norfolk Island, once a new model of self-government has been determined.

Separately, but directly relevant to the proposed reforms, the Norfolk Island Chamber of Commerce conducted a survey of 200 businesses with a 50% response rate. The submission was generally supportive of the Roadmap's contents. The survey revealed:

- Lack of confidence in the Norfolk Island Government and the Administration to implement projects and act with foresight
- Some concern about the impact of the proposed changes on the costs of doing business on the island
- The need to foster a learning environment where the community can build its capacity to deal with all the challenges it faces
- The need to meet the new demands from more discriminating tourists
- Medicare and social security to be implemented as soon as possible.

The strongest held view in the Chamber of Commerce survey was that the current border security arrangements, Immigration, Customs and Quarantine were seen to be barriers to economic growth with a desire to have passengers coming to Norfolk Island departing from the domestic terminal.

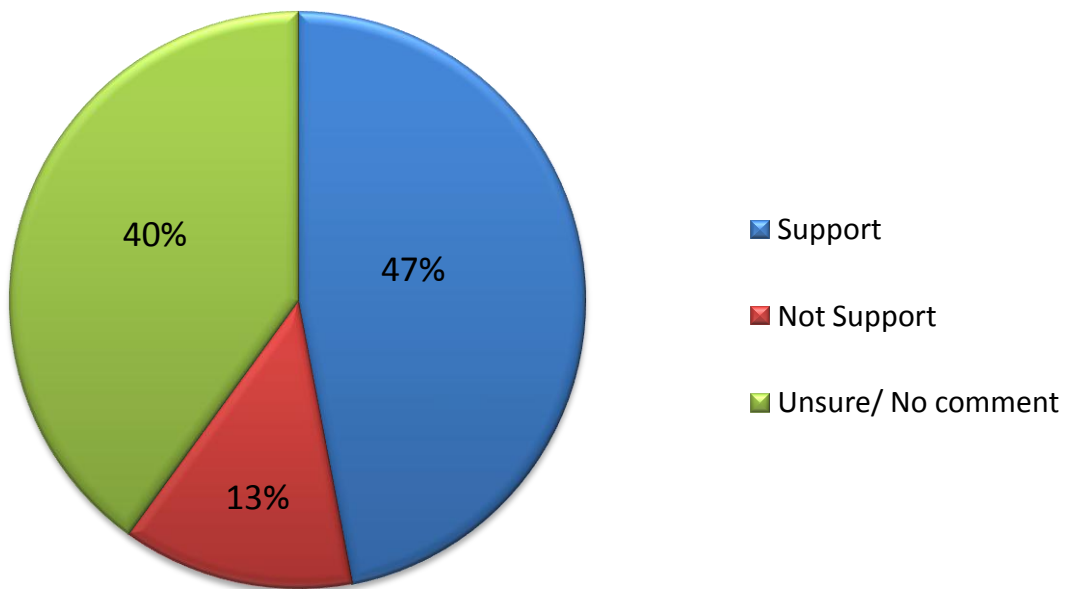
As part of the Roadmap consultation process a senior officer from the Department of Regional Australia, Regional Development and Local Government was available on-island during 9 – 12 May 2011 to provide further information to individuals and small groups. The officer met with 17 individuals and groups and of these 15 acknowledged the need for change and, in the main, were supportive of the proposed Roadmap measures. The face-to-face meeting comments are included in the Summary of Comments (Attachment A).

## Governance Reform

Of the submissions received which addressed the Roadmap’s contents, 47% were supportive of the proposed governance reform measures and 13% were not supportive of the measures. 40% were either unsure or did not express an opinion on the governance reform measures. The majority of the general comments acknowledged the need for governance reform.

There is general discontent with current governance arrangements and the need for clarification of public and private roles. Some submissions discussed perceived discrimination of non-Pitcairn residents and the need for ensuring equality for all through social and political systems working in harmony. No single preferred governance model became apparent during analysis of the feedback.

**Governance Reform**



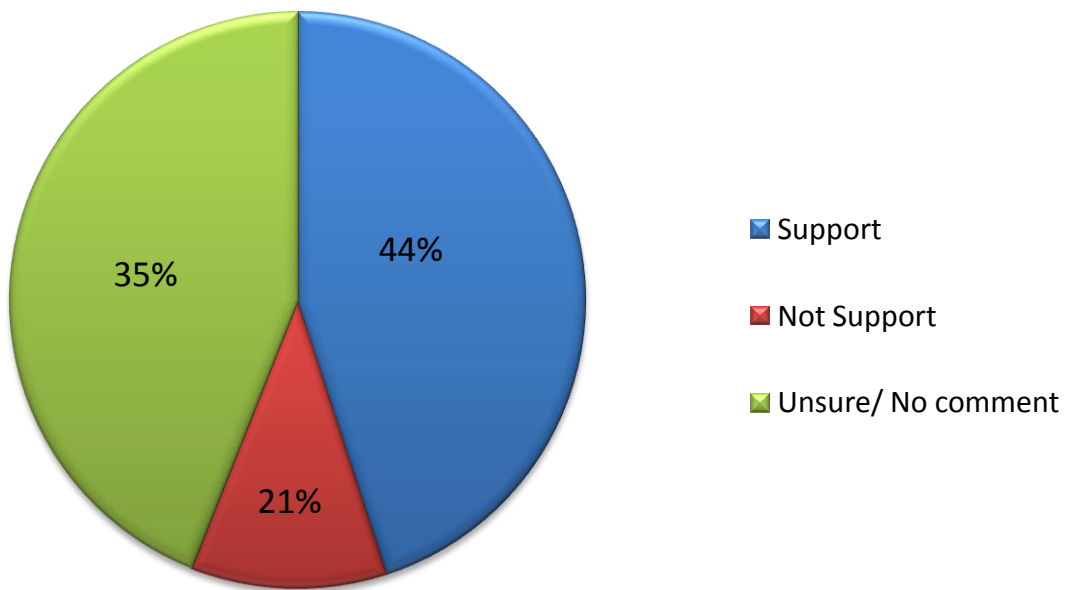
## Economic Development

Of the submissions received which addressed the Roadmap’s contents, 44% of submissions were supportive of the proposed economic development measures and 21% were not supportive of the measures. 35% were either unsure or did not express an opinion on the economic development measures.

It was acknowledged in the general comments that tourism is vital to the economy and the necessity for a coordinated approach to marketing as well as development of business initiatives. Some comments suggested that Norfolk Island be declared a special economic zone and the need for an Australian Defence Force base to be built on the island. The need for capital works to stimulate the economy, including the building of a port or wharfs, was a general theme throughout the comments.

The Chamber of Commerce were supportive of the initiatives in the Roadmap, and the survey conducted by the Chamber indicated that businesses on Norfolk Island are under stress. Population growth is seen as an important means of stimulating economic activity as well as encouraging more tourists to travel to the island. Comments suggested that tax concessions and special economic zone status may encourage diversification of businesses.

Economic Development



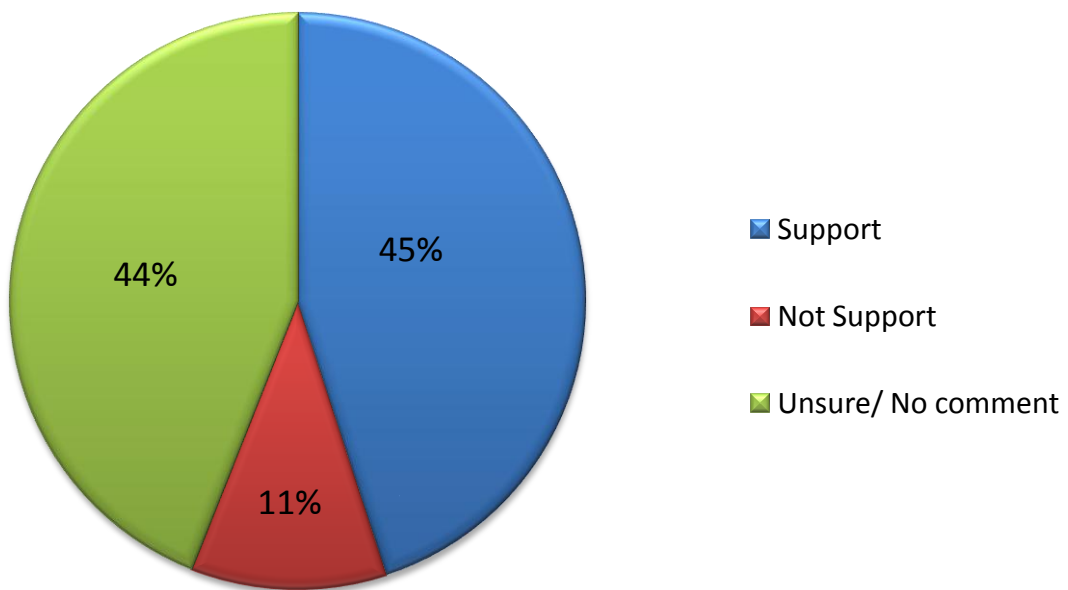
## Public Sector Management

Of the submissions received which addressed the Roadmap’s contents, 45% of submissions were supportive of the proposed public sector management measures and 11% were not supportive of the measures. 44% were either unsure or did not express an opinion on the public sector management measures.

A number of submissions supported the concept of privatising Government Business Entities (GBE’s) believing that the Norfolk Island Government should not compete with private enterprise. There was general agreement that the public service does not appear to be cost effective and numbers need to be reduced. Training and professional development of the Public Service was an identified need and it was suggested that there should be a secondment arrangement with state and federal public services. A Public Service Review was generally supported.

The Chamber of Commerce expressed the opinion that a public service which comprises 25% of the total Norfolk Island workforce was not sustainable and were supportive of the review of the public sector.

Public Sector Management



## Immigration, Health, Welfare and Education

Of the submissions received which addressed the Roadmap’s contents, 45% of submissions were supportive of the proposed economic development measures and 23% were not supportive of the measures. 32% were either unsure or did not express an opinion on the economic development measures.

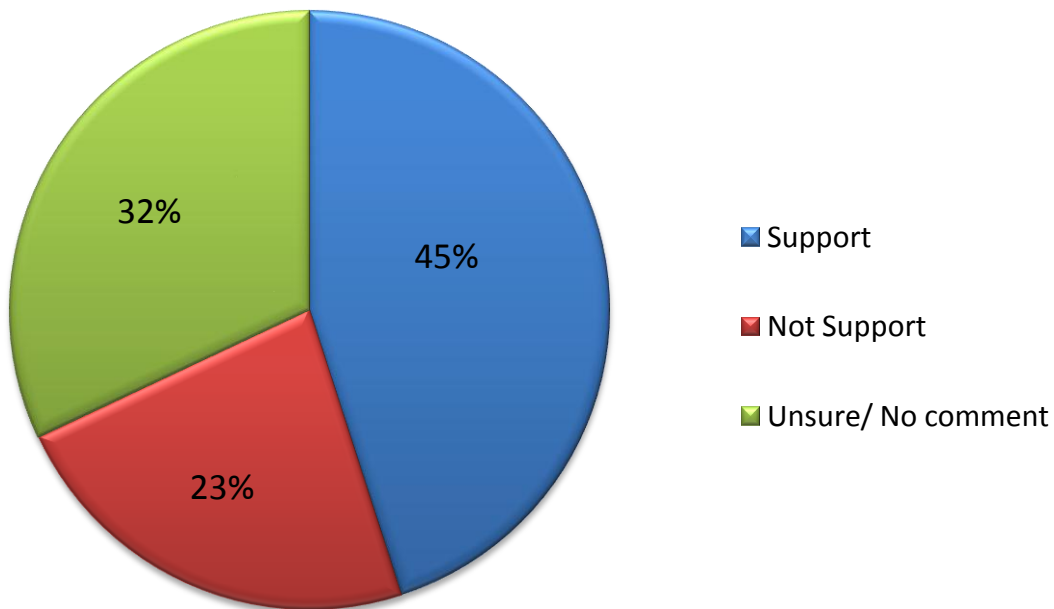
Broadly, respondents supported the introduction of Medicare and the Pharmaceutical Benefits System (PBS) as soon as possible. Some concerns were raised in relation to the introduction of social security benefits. There appears to be some apprehension that the Island may lose its cultural identity and the social fabric of the Island may change if social security is introduced.

There was also some concern about the removal of barriers for businesses investment and the application of the *Migration Act 1958 (Cth)* and a general concern that local jobs and businesses may be lost. However, there was also support for changes to the Norfolk Island Immigration Act. Some businesses would like to be able to attract and maintain skilled staff and other respondents would like to encourage the freedom of movement within Australia. It was also suggested concerns could be addressed by capping population and ensuring that policies are in place before implementation.

The Chamber of Commerce supported introduction of Medicare and indicated concerns about the Norfolk Island Government’s ability to provide adequate health coverage for the ageing community. They indicated that adult education is an important gap that needs filling. Current Territory-based border security arrangements, Immigration, Customs and Quarantine were seen to be barriers to economic growth.

Most respondents seemed satisfied with the current level and quality of education, but would like to see tertiary and university education, including education funding, be available to local residents. Encouragement of apprenticeships to keep the younger population on Island was also raised a number of times.

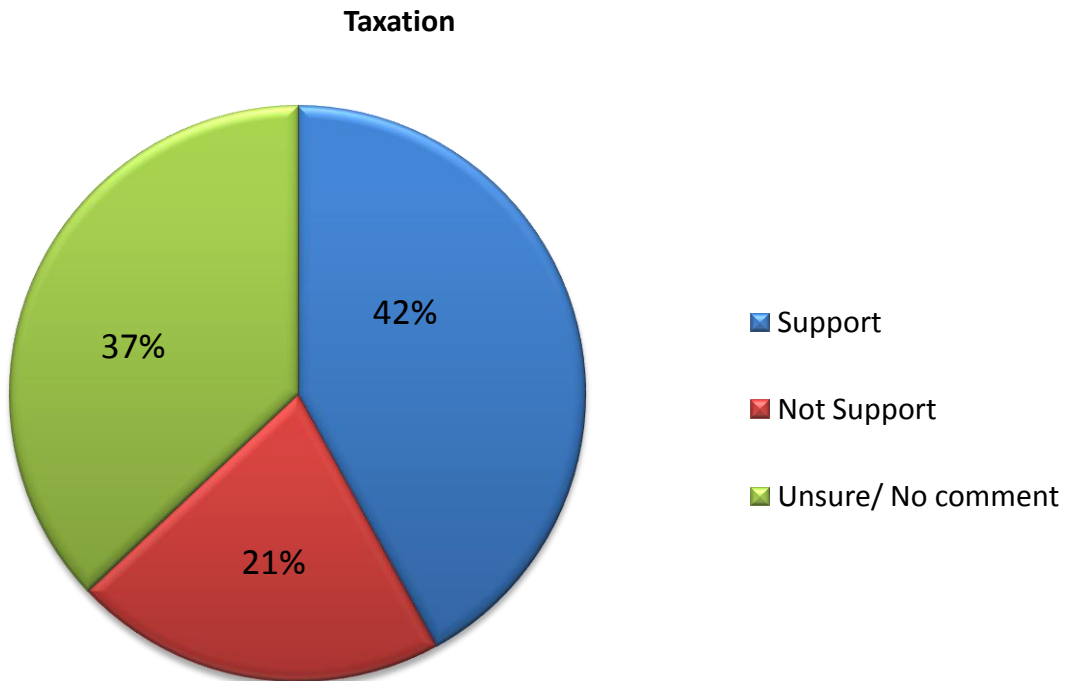
**Immigration, Health, Welfare and Education**



## Taxation

Of the submissions received which addressed the Roadmap’s contents, 42% of submissions were supportive of the proposed taxation measures and 21% were not supportive of the measures. 37% were either unsure or did not express an opinion on the taxation measures.

A number of respondents were unsure of how it would affect them and would like an education campaign to help better inform the community. There were concerns raised in relation to land tax and whether residents would be able to afford to pay on land that has been handed down through generations. There was agreement that the introduction of the Australian taxation system would have to be transitional with differing comments on the length of transition. As a large number of employees on Norfolk Island have multiple jobs, it was suggested that they be allowed to lodge multiple tax file number declarations with different employers, so that the marginal rate is not deducted by all employers.



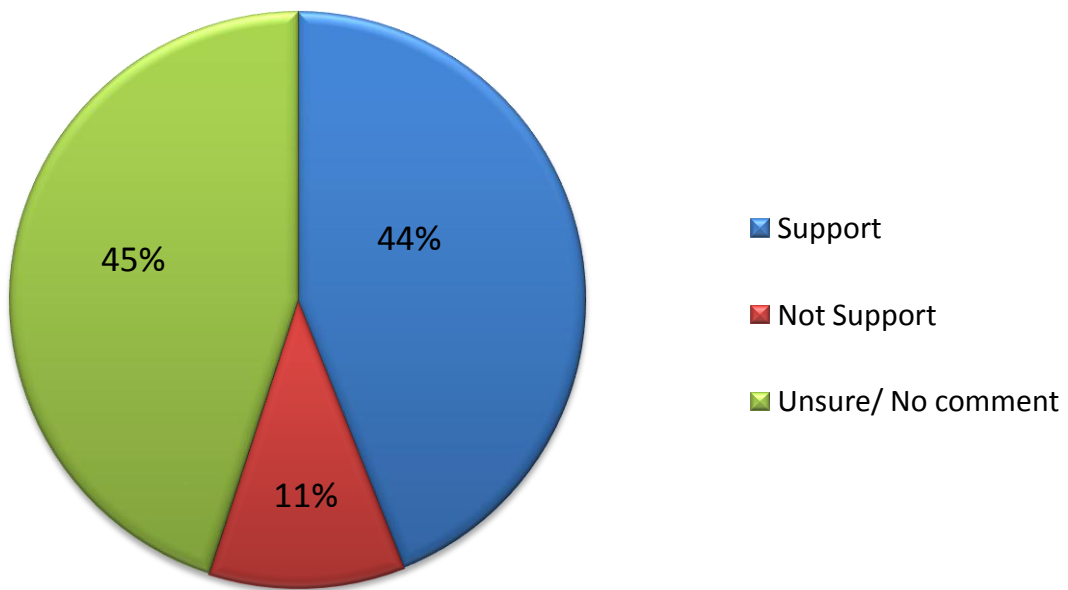
## Environment

Of the submissions received which addressed the Roadmap’s contents, 44% of submissions were supportive of the proposed environmental measures and 11% were not supportive of the measures. 45% were either unsure or did not express an opinion on the environment measures. There is a strong consensus that the environment on Norfolk Island is unique and needs to be protected. Waste management was raised as a major concern that needs to be addressed as soon as possible. There was also support for green energy and the development of sustainable environmental strategies to protect the Island.

The Chamber of Commerce suggested that environmental strategies could be implemented as employment programs. The most clearly articulated solution to the waste management problem was the installation of a high temperature waste incinerator.

It was suggested that KAVHA and Museums should be amalgamated and that a Norfolk Island Heritage Council be set up along the same lines as heritage councils in other states/territories.

Environment

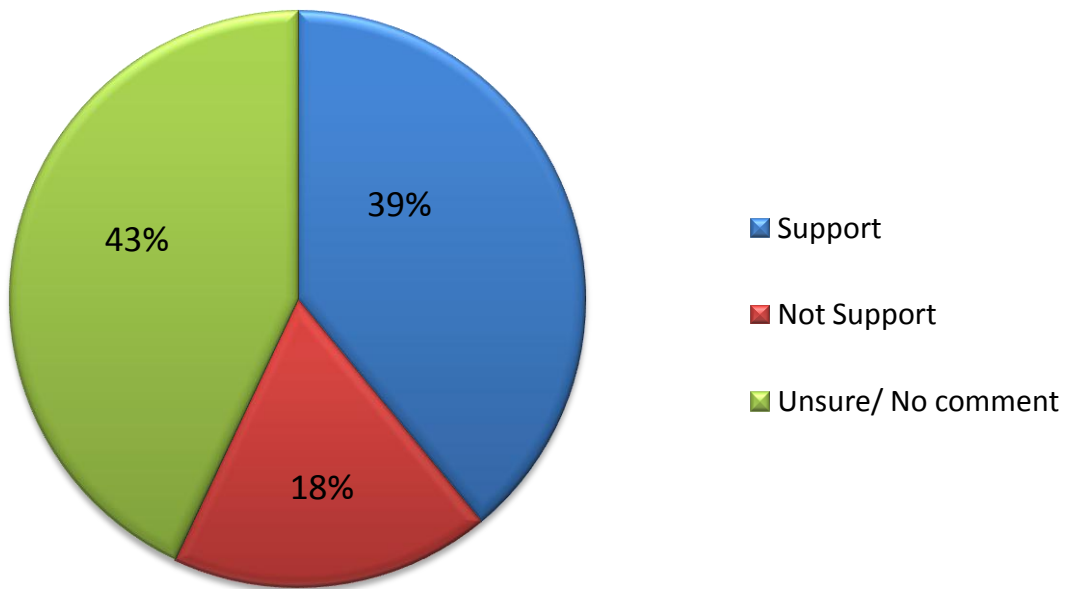


### Extension of Commonwealth Laws to Norfolk Island

Of the submissions received which addressed the Roadmap’s contents, 39% of submissions were supportive of the proposed extension of Commonwealth Laws to Norfolk Island and 18% were not supportive of the measures. 43% were either unsure or did not express an opinion on extension of Commonwealth laws.

Many of the submissions did not know what the extension of Commonwealth law would mean to Norfolk Island and suggested a community awareness campaign is needed. Some comments included a number of other laws which should be extended to Norfolk Island including real estate, road, arson, explosives and terrorism.

Extension of Commonwealth Laws



|  | SUPPORT | NOT SUPPORT | UNSURE | NO COMMENT | REFORM PROCESS INADEQUATE |
|--|---------|-------------|--------|------------|---------------------------|
| <b>GOVERNANCE REFORM</b>   |         |             |        |            |                           |
| • <b>General Comments</b>  | 29      | 8           | 1      | 17         | 7                         |
| • <b>Campaign Letters</b>  | 6       |             |        |            | 85                        |
| • <b>Individual comments</b>   |         |             |        |            |                           |
| <i>Actions</i>   | 4       |             |        |            |                           |
| <i>Immediate:</i>  |         |             |        |            |                           |
| (a) <i>consult with the Norfolk Island Community on the Roadmap</i>  |         |             |        |            |                           |
| (b) <i>inform the community on the need for change and for local leadership to drive the changes</i>   | 4       |             |        |            |                           |
| (c) <i>demonstrate to the Norfolk Island community the need for co-operative partnerships between the Norfolk Island and Australian Governments.</i> | 4       |             |        |            |                           |
| <i>In 2011-12</i>  | 4       |             |        |            |                           |
| (d) <i>consult with the Norfolk Island Community on the preferred model of self-government</i>   |         |             |        |            |                           |
| (e) <i>develop the legislative changes necessary to implement the agreed governance changes</i>  | 4       |             |        |            |                           |
| (f) <i>consult with the Joint Standing Committee on the National Capital &amp; External Territories; and</i>   | 2       |             |        | 2          |                           |
| (g) <i>implement an appropriate structure for the operation of the Kingston and Arthur's Vale Historic Area</i>                                      | 2       |             |        | 2          |                           |
| <i>In 2012-13</i>  | 3       |             | 1      |            |                           |
| (h) <i>make the necessary amendments to the Norfolk Island Act to implement the agreed modified self-government model.</i>                           |         |             |        |            |                           |

|   | SUPPORT | NOT SUPPORT | UNSURE | NO COMMENT | REFORM PROCESS INADEQUATE |
|---|---------|-------------|--------|------------|---------------------------|
| <b>ECONOMIC DEVELOPMENT</b>   |         |             |        |            |                           |
| • <b>General Comments</b>   | 27      | 13          | 4      | 11         | 7                         |
| • <b>Campaign Letters</b>   | 6       |             |        |            | 85                        |
| • <b>Individual comments</b>  |         |             |        |            |                           |
| <u>Actions</u>  | 4       |             |        | 1          |                           |
| <i>Immediate:</i>   |         |             |        |            |                           |
| (a) <i>The Commonwealth will provide resources to enable advice to be sourced by the Norfolk Island Government on the provision of air services;</i>  |         |             |        |            |                           |
| (b) <i>Both Governments to identify and remove barriers to tourism with particular reference to reducing costs of travel;</i>   | 4       |             |        | 1          |                           |
| (c) <i>Implement changes to the immigration, customs and quarantine regimes to reduce barriers to tourism and other investment; and</i>   | 1       | 1           | 2      | 1          |                           |
| (d) <i>The Australian Government to consider waivers of the loans for the airport runway improvement and Cascade Cliffs.</i>  | 2       |             |        | 3          |                           |
| <i>In 2011-12, both Governments to work together to:</i>  | 4       |             |        | 1          |                           |
| (e) <i>identify, cost and plan the major public works needed to strengthen the Island's economy and services, with particular reference to port facilities, the hospital and the school and develop business cases for consideration by both Governments.</i> |         |             |        |            |                           |
| (f) <i>examine opportunities to improve the tourism experience on Norfolk Island such as sealing select roads, access to coast. walking trails and modest tourist facilities;</i>   | 3       | 1           |        | 1          |                           |
| (g) <i>update and implement the Tourism Strategy for Norfolk Island;</i>  | 3       |             |        | 2          |                           |
| (h) <i>develop and implement a land use plan and town planning strategy; and</i>  | 2       | 1           |        | 2          |                           |
| (i) <i>undertake a socio-economic study for Norfolk Island.</i>   | 3       |             |        | 2          |                           |
| <i>In 2011-15, both Governments to work together to:</i>  | 3       |             |        | 2          |                           |
| (j) <i>review the National Parks Threatened Species Recovery Plan for Norfolk Island;</i>   |         |             |        |            |                           |
| (k) <i>implement the highest priority recommendations from the developmental studies for major capital works on Norfolk Island; and</i>   | 4       |             |        | 1          |                           |

|   |   |  |  |   |  |
|---|---|--|--|---|--|
| (l) <i>facilitate opportunities to diversify the economy.</i> | 4 |  |  | 1 |  |
|   |   |  |  |   |  |

|   | SUPPORT | NOT SUPPORT | UNSURE | NO COMMENT | REFORM PROCESS INADEQUATE |
|---|---------|-------------|--------|------------|---------------------------|
| <b>PUBLIC SECTOR MANAGEMENT</b>   |         |             |        |            |                           |
| • <b>General Comments</b>   | 28      | 7           | 1      | 19         | 7                         |
| • <b>Campaign Letters</b>   | 6       |             |        |            | 85                        |
| • <b>Individual comments</b>  |         |             |        |            |                           |
| <i>Actions;</i>   | 4       |             |        |            |                           |
| <i>Immediate:</i>   |         |             |        |            |                           |
| (a) <i>The Commonwealth to fund an external review of the financial performance and financial sustainability of Norfolk Island and to provide advice on effective systems of financial management to the Norfolk Island Government.</i> |         |             |        |            |                           |
| (b) <i>The Commonwealth to fund an external review of the Norfolk Island public service to provide recommendations for reform and restructure; and</i>  | 3       |             |        | 1          |                           |
| (c) <i>The Commonwealth to introduce Finance Minister's Orders.</i>   |         |             | 3      | 1          |                           |
| <i>In 2011-12, both Governments to work together to:</i>  | 3       |             |        | 1          |                           |
| (d) <i>introduce the outcomes of the external review of the financial performance and financial sustainability; and</i>   |         |             |        |            |                           |
| (e) <i>introduce the outcomes of the external review of the Norfolk Island Public Service.</i>  | 3       |             |        | 1          |                           |
| <i>From 2011-12, both Governments to work together to:</i>  | 2       |             |        | 1          |                           |
| (f) <i>build capacity within the Norfolk Island Public Service, including succession planning and training.</i>   |         |             |        |            |                           |
|   |         |             |        |            |                           |

|   | SUPPORT | NOT SUPPORT | UNSURE | NO COMMENT | REFORM PROCESS INADEQUATE |
|---|---------|-------------|--------|------------|---------------------------|
| <b>IMMIGRATION, HEALTH, WELFARE AND EDUCATION</b>   |         |             |        |            |                           |
| • <b>General Comments</b>   | 28      | 14          | 1      | 12         | 7                         |
| • <b>Campaign Letters</b>   | 6       |             |        |            | 85                        |
| • <b>Individual comments</b>  |         |             |        |            |                           |
| <i>In 2011-12, both Governments to work together to:</i>  | 3       | 2           | 4      | 2          |                           |
| <i>(a) remove barriers to business investment on Norfolk Island, including allowing Australian citizens to operate new business in Norfolk Island;</i>                |         |             |        |            |                           |
| <i>(b) consider ways to provide facilities to ensure access by the community to contemporary health services;</i>   | 9       |             |        | 2          |                           |
| <i>(c) consider ways to provide facilities and opportunities to provide excellent education outcomes on the Island for future employment;</i>                         | 8       |             |        | 3          |                           |
| <i>(d) design a model that provides a full transition of Social Security and Medicare over the period 2012-2013 through to 2013-2014;</i>                             | 7       |             | 2      | 2          |                           |
| <i>(e) investigate the expansion of educational opportunities for tertiary and vocational education;</i>  | 8       |             |        | 3          |                           |
| <i>(f) develop a land use plan that builds a sustainable economy and environment for Norfolk Island; and</i>  | 5       |             |        | 6          |                           |
| <i>(g) review application of the Migration Act 1958 (Cth) to Norfolk Island to enable its full application to the Island.</i>   | 2       | 3           | 3      | 3          |                           |
| <i>In 2012-13, both Governments to work together to:</i>  | 7       | 2           | 1      | 1          |                           |
| <i>(a) extend the Social Security Act 1991 (Cth) to Norfolk Island. Social security arrangements to discourage non-resident unemployed to move to Norfolk Island;</i> |         |             |        |            |                           |
| <i>(b) Extend Commonwealth health funding to Norfolk Island (eg Medicare and PBS); and</i>  | 10      |             |        | 1          |                           |
| <i>(c) Jointly develop an aged care strategy for Norfolk Island</i>   | 10      |             |        | 1          |                           |

|  | SUPPORT | NOT SUPPORT | UNSURE | NO COMMENT | REFORM PROCESS INADEQUATE |
|--|---------|-------------|--------|------------|---------------------------|
| <b>TAXATION</b>  |         |             |        |            |                           |
| • <b>General Comments</b>  | 26      | 13          | 4      | 12         | 7                         |
| • <b>Campaign Letters</b>  | 6       |             |        |            | 85                        |
| • <b>Individual comments</b>   |         |             |        |            |                           |
| <p><i>Actions;</i><br/><i>Immediate:</i><br/><i>(a) both Governments to include discussion of the transition to full participation in Australian tax system in community consultations.</i></p> <p><i>After June 2011, facilitate applications for tax file numbers by residents of Norfolk Island and for the years 2011-2012 and 2012-2013 to provide dry run returns.</i></p> | 3       |             | 2      |            |                           |
| <p><i>In 2011-13, both Governments to work together to:</i><br/><i>(b) community education provided in relation to Australian income tax arrangements, including making e-tax available at selected public places (eg. the library and the Administrations buildings);</i></p>   | 4       |             | 1      |            |                           |
| <p><i>(c) Develop and communicate a transitional model for the introduction of the Australian taxation system.</i></p>   | 4       |             | 1      |            |                           |
| <p><i>In 2012-13, Commonwealth to develop measures to assist with the introduction of the Australian taxation system.</i></p> <p><i>From 2013-14, the Australian taxation system to apply on Norfolk Island, subject to implementing transitional arrangements addressing the wages and price impacts of imposing income tax.</i></p>  | 3       |             | 1      | 1          |                           |
| <p><i>Commonwealth GST will not apply in Norfolk Island and the Norfolk Island Government will have its own tax regime.</i></p>  |         | 2           | 2      | 1          |                           |

## NORFOLK ISLAND ROADMAP SUBMISSIONS FEEDBACK SUMMARY

|  | SUPPORT | NOT SUPPORT | UNSURE | NO COMMENT | REFORM PROCESS INADEQUATE |
|--|---------|-------------|--------|------------|---------------------------|
| <b>ENVIRONMENT</b>   |         |             |        |            |                           |
| • <b>General Comments</b>  | 27      | 7           | 1      | 20         | 7                         |
| • <b>Campaign Letters</b>  | 6       |             |        |            | 85                        |
| • <b>Individual comments</b>   |         |             |        |            |                           |
| <i>Actions:<br/>Immediate: both Governments to agree the management arrangements for Kingston Arthur's Vale Historic Area.</i> | 2       |             | 1      | 1          |                           |
| <i>In 2011-12, both Governments to work together to:<br/>(a) Develop a waste management strategy; and</i>                      | 2       |             |        | 1          |                           |
| <i>(b) Complete an AQIS pest &amp; disease survey.</i>   | 2       |             |        | 2          |                           |
| <i>In 2012-13, both Governments to work together to implement the waste management strategy.</i>                               | 2       |             |        | 2          |                           |
|  |         |             |        |            |                           |
|  |         |             |        |            |                           |

|  | SUPPORT | NOT SUPPORT | UNSURE | OVERALL NO COMMENT |                           |
|--|---------|-------------|--------|--------------------|---------------------------|
|  |         |             |        | GENERAL NO COMMENT | REFORM PROCESS INADEQUATE |
| <b>EXTENSION OF COMMONWEALTH LAWS TO NORFOLK ISLAND</b>  |         |             |        |                    |                           |
| • <b>General Comments</b>  | 24      | 11          | 2      | 16                 | 9                         |
| • <b>Campaign Letters</b>  | 6       |             |        |                    | 85                        |
| • <b>Individual comments</b>   |         |             |        |                    |                           |
| <p><i>Actions:</i><br/> <i>In 2011-14, consider extending the following Commonwealth laws to Norfolk Island.</i><br/>           (a) <i>Australian Bureau of Statistics Act 1975</i><br/>           (b) <i>Bankruptcy Act 1966</i><br/>           (c) <i>Corporations Act 2001</i><br/>           (d) <i>Insurance Act 1973</i><br/>           (e) <i>Insurance Contracts Act 1984</i><br/>           (f) <i>National Consumer Protection Act 2009</i><br/>           (g) <i>Private Health Insurance Act 2007 and</i><br/>           (h) <i>Trade Practices Act 1974.</i></p> <p><i>In 2011-15, progressively extend appropriate Commonwealth laws and the associated support agencies, to Norfolk Island on a portfolio by portfolio basis, including full community consultation and education programs.</i></p> | 2       |             | 1      |                    |                           |
| <p><i>In 2012-13, to develop a program for both Governments to work in partnership to further the extension of agreed Comm laws to the Island.</i></p>   | 2       |             |        | 1                  |                           |
|  |         |             |        |                    |                           |

**Summary of Comments:**

**General Comments**

- Need to ascertain both the positive and negative consequences of the Roadmap BEFORE making a decision. If there are negative consequences the community must be advised of such. The Fact Sheets do nothing to address because of the disclaimer.
- Social discrimination against non-Pitcairners must be stopped. NIG should promote inclusion.
- Assembly needs at least 2 non-residential independent members who can input without bias (possibly Commonwealth reps)
- Can't see how both governments can work together to implement needed changes.
- We think change is necessary – support the stated aims of the reforms. There has been no meaningful community consultation. Propose starting the consultation process again.
- Norfolk Women's Forum require urgent funding and should be consulted in the reform process.
- No economic data and no full study into the impact of the changes proposed done. Lack of relevant information supplied. Fact sheets not complete information. Funding agreement undermines consultative process. Not opposed to change, opposed to current process. A working group should be established to develop realistic solutions.
- Concern about the short implementation time. Burdensome aspects include compliance costs, introduction of tax will shock the economy into damage inflation, unemployment and increase in cost of living.
- Concern on the 2<sup>nd</sup> funding agreement and the extra clauses included without community consultation.
- Significant lack of community consultation. There are better alternatives than the Roadmap that may suit longer term viability of NI. Absence of a true forum is not allowing information to come forward.
- Need a Defence base on NI.
- Need shipping facilities to allow containerised shipping to reduce the price of costs across the board.
- Create an Economic Zone for the NI Gaming Authority.
- There is a need for a mutual understanding of what sustainability really means for NI.
- Should begin negotiating indigenous rights. Aust should acknowledge NI heritage and self-governing arrangements and gift NI \$50-\$100m per financial year.
- Give the people of Norfolk Island the inalienable right of an Act of Self-Determination
- Any reform process must be overseen by the United Nations.
- 30 individuals signed a letter protesting the fourteen extra conditions (including self-funded retirees and new businesses) to the original funding agreement.
- Improve privacy arrangements for records, email monitoring.
- Access Economics report could be distorted by hourly rates for private sector that already include sick and annual leave, super etc. Whereas public servants have this on top of salary. TEP etc disincentive for workers as they need to re-apply yearly for their job. Distorted job advertisements as a result.

- Currently use the local banking system (fixed term deposits) as the method of providing for my retirement, rather than shares or a superannuation type plan. If Australian taxation is now introduced will interest be considered as income and taxed? Had I know back then that I may be taxed in my retirement I would have made different decisions.
- The Commonwealth would allow superannuants concessional access to superannuation, or access to welfare, to ease others into retirement.

### **Governance**

- Need for a comprehensive consultation process to explain fully the implications. Post out explanations of preferred model to all residents. Public meetings are mostly attended by vocal non-Islanders.
- Consultations with community lack detail.
- Give Norfolk Island to the Norfolk Islanders.
- All of this work has been done previously, can this be utilized to speed up implementation of the roadmap.
- NI Chamber of Commerce – Preferred governance model hybrid of state and local government. Overall strong support for divestment of Norfolk’s GBEs, more compact government in keeping with size of community. The source of resources to undertake programs isn’t clear in the roadmap – what are the ongoing funding arrangements.
- Need market-oriented reforms of the public sector, including corporatisation and competitive contracting as well as privatisation, with regulation designed to produce, or stimulate, competitive market outcomes within the private sector. Need to clarify roles of public and private sector.
- The social and political systems must work in harmony, ensuring equality for all without discrimination.
- NI Elections should be run by the AEC and should vote in Federal elections and be enrolled in one seat only. KAVHA should be a statutory authority.
- Assembly needs to have at least 2 or more non residential independent persons who can act without bias (possibly Commonwealth members).
- Radical and urgent microeconomic reform is required.
- Self government has proved not to work.
- NIG powers should be reduced in line with local government in Australia.
- An external territory self government model preferred. Reduce GST to around 5% (exclude food), import duty of 10% to encourage local resources. Need to implement change in the right order so NI economy does not implode.
- Reform is needed. Also need to ensure that local people have a strong voice regarding governance.
- Would like to see team of Administrators appointed for 2 years to ensure mechanisms are in place for future self government. First past the post voting. All contracts signed off by Commonwealth. NIG should be an Advisory Board with reduced responsibilities (not Westminster system).
- Commonwealth should assume control of Federal and State areas of government. Uncontrolled expenditure by Assembly.
- Need governance similar to IOT.
- Administration selection processes based on heritage rather than merit.
- Revert to pre 1979 model of governance.
- More state type function to go under Commonwealth control, health, education.
- NIG to be a Local Government only, all other functions the responsibility of the Commonwealth. Need ability to appoint an administrator to manage the NI governance

## Economic Development

- Airline advice needs to be made public. Disclosure of call centre figures and pay packages for management. CEO performance based.
- Concerns re quarantine and risk of pests & diseases. Immigration - Need stringent planning laws before introduction.
- All roads are in need of resurfacing or rebuilding, not just roads that tourists may use.
- A land use plan and town planning strategy is pivotal before any changes should be made to change immigration laws.
- The Island needs funding for monitoring of all species, we need a research centre and a co-ordinated approach to species management. We have a perfect building at Anson Bay owned by the Government called locally Anzcan, which would be great as a research centre. There is a 4 brm house alongside which could house visiting scientists and researchers. This needs doing as a priority before we lose more species in Norfolk Island.
- The NIG needs to change their policy of trying to tax business out of existence. There is no incentive to operate here currently – only obstacles. The entire basis needs review before there is any need to look for further diverse business.
- NI needs a major building initiative – Quality Row could be converted into Heritage Accommodation, The Administration Centre could be a museum with retail and cafe, existing museum to be a five-star restaurant. Kingston could be a living museum and hospitality hub. New building in Burnt Pine for Public Service.
- Domestic port is only part of overall plan required – need to be part of overall Aust tourism packages. Aust govt needs to provide leadership & direction in relation to air services. Need direction from Australia for NI to be a model Eco site in the world.
- Need to get rid of duties on importation of alcohol – every restaurant has the same wine list and they should be able to import their choice of wines.
- Urgent need for high speed internet services.
- Need a big picture land planning and the community must have the opportunity to comment and offer suggestions.
- Lease back to Aust Govt – airport facilities for military, coastwatch etc, fishing rights, oil and mineral rights – should net around \$200m per year.
- Need airline service with marketing arm, need to abolish or reduce NIG taxes on passengers.
- Tourism Minister should be sacked – private sector could do a much better job.
- Capital works should include a wharf.
- NI Chamber of Commerce – Tourism is vital to economy and businesses. Support for a domestic terminal departure for Aust tourists. Population growth is important means of stimulating economy. Labour drain on island a concern. The number of businesses barely covering costs is concerning. No clear alternatives to tourism. Commonwealth assistance is needed to provide a solution. Need a strong private sector for economic recovery.
- Need development of business initiatives in economic development. Need coordinated approach to marketing. Training for community to be responsive to the needs of entrepreneurs, in particular, customers service areas. Set up a naval port or airforce base on island.
- Should extend a grant to every permanent resident to spend as they see fit to stimulate NI economy.
- Should be given special dispensation for a short period to exceed investing amounts into superannuation.
- NI should be declared a special economic zone exempt from tariffs and import duties.

- NBN must be extended to NI. More competition with Norfolk Telecom. Defence should be encouraged to have a base on NI. Issue of federal subsidies for sea and air transport should be referred to the Productivity Commission.
- Tourism is not meeting clients needs, desires and promotion both on and off island is a string of missed opportunities.
- Need to encourage youth to visit NI – possible backpacker short stay accommodation/camping. Need a TAFE on NI (hospitality). Need Defence base. Should set up a website with a Think Tank for ideas.
- A stimulus payment is needed for each NI resident.
- Need coordinated approach to marketing, rationalisation and transparency of public expenditure.
- Long term strategic studies should be undertaken before lifting restrictions. See NCA recommendation 1997. Review and strengthen NI Development Plan urgently.
- Australia cannot look after its own country communities – how can it look after NI?
- Construction of a port and heritage accommodation within the Kingston Administration Buildings. Stimulating the business industry would have flow on effects to community. Commonwealth could provide assistance in the form of grants, tax breaks and infrastructure bonds.
- Should be able to access AusAID funds for the Pacific.
- Total reliance on tourism is unsustainable. Incentives for local craftsman are needed to make it financially viable for cottage industry and less reliant on imports.
- A harbour would result in changed ecosystems and environmental degradation.
- Need for Tourism Committee to examine infrastructure, transfer the Tourist Bureau Info Centre function to free enterprise. NIG should not be involved with the airline. Last resort Commonwealth to subsidise tickets as in interim measure. Need to encourage new businesses, Commonwealth loans to be waived, NI to have its own economic zone, airport taxes to be reviewed, review of fuel and freight.
- Liquor Mart should be privately owned. Empty Barracks could be turned into a boutique Hotel, conferences etc.
- The private sector cannot support the costs of the Public sector.
- Commonwealth leadership to bring group together to plan port facilities.
- Foodbank demand is a symptom of economic downturn.
- There should be early starts on several infrastructure projects to simulate the private sector.
- Need for repair/replace NIG assets and build new port/harbour facilities – this would give massive employment boost.
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- A moratorium should be granted on Superannuation as many aged business owners have put their “super” into their business and housing and because of their age, are unable to legally contribute to a “super” scheme to look after their retirement
- Island Residents, should be given special dispensation for a short period to invest amounts exceeding the current regulations into registered superannuation funds, or their own self-managed funds, so that on retirement their incomes would be treated equally with those of Mainlanders.

#### **Public Sector Management**

- Aust govt is aware of poor financial record and needs to take decisive action – replace whole current structure.

- A qualified Administrator needs to be engaged to implement changes and get rid of corruption.
- NI Chamber of Commerce – Public sector not cost effective and not sustainable. No confidence in the elected government to implement review findings. Needs to be alternative employment if jobs are lost.
- The majority of the goods and services provided by NIG should be privatised – the NIG should not compete against private enterprise. Need to reduce Public Service numbers, upgrade financial system. Unqualified and inexperienced people employed and there is no training to encourage professional development.
- Review contracts, introduce performance based contracts.
- Change agent should be appointed as CEO. NI Public Service should have arrangement with state/federal PS for secondments. Training is essential. Appeals should be allowed on procedural grounds. Federal super system needs to be extended to NI PS employees.
- Future governments and public sector need education in a number of areas including budgetary planning.
- The Review should consider immediate closure or suspension of the Provident Fund as it exists. In its current form does not serve the broader communities interests.
- Training should be mandatory to ensure a progressive, multi-skilled local workforce.
- NIG to reduce current expenditure.
- NIG administration should be reduced.
- Public Service is not affordable, no management skills, no transparency, accountability or leadership. Discrimination should not be allowed. General Manager should be appointed for three years with objective to returning NI to financial stability.

#### **Immigration, Health, Welfare and Education**

- Arrangements should be in place to discourage non-residents unemployed moving to Norfolk Island.
- A comprehensive land plan is pivotal before there are any changes to immigration arrangements for Norfolk Island. We do not want coast to coast housing, multi-storey dwellings, big developments etc that change the character of NI.
- Current arrangements are unfair to NI residents – Pitcairn descendant to NI to care for ill mother unable to get working visa. Unsure of what will happen when land is left to her when mother dies.
- How will means tested be applied to NI – people own land and who will value the land?
- Example of inequity of immigration supplied.
- Abolish TEP, GEP and Resident status. Cap and control population growth to suit infrastructure. Encourage short stay workers. Protect against people arriving on dole.
- Allow private health funds to be available to NI residents.
- Medicare must be implemented immediately .
- Private enterprise should be allowed to open a nursing home combined with a small retirement village. Home care could also be offered.
- NI Chamber of Commerce - Support the introduction of Medicare. Some resistance to social security payments. At present NI exports its unemployed which can cause problems during seasonal variations due to labour shortages. The lack of safety net can lead to exploitation of labour. Support of Adult education.
- Current legislation is outdated. Businesses should be encouraged to attract and retain skilled employees.

- Opening up immigration could have an adverse effect – NI would be a soft barrier target to breach. Strongly support social welfare, health. NI needs to be eligible for apprenticeship schemes to encourage young people to stay on island.
- Freedom of movement within the Federation should be the key principle. The findings of the HREOC report must be seriously considered. NI should be included in Aust census. NI should be eligible for full range of social security and education programs.
- Healthcare is not currently working on NI. NI not in position to support welfare of any person is status quo is maintained.
- Don't remove barriers too quickly before proper policies are in place and the environment is protected.
- NI will not be safe if the borders are open.
- Should legislate that private health funds must recognise NI residents. Welfare would be a complete change to the social fabric of the island. We need to prevent non-resident welfare recipients not discourage them.
- Needs to be an open immigration policy with capped population levels.
- Quarantine regulations need to be lifted so these items can be imported to provide healthy nutritious foods to NI. High rate of diabetes and cancer and other health issues due to lack of fresh foods.
- Medicare to be introduced immediately. Superannuation age restrictions be waived.
- Health Education, Police and Immigration should be taken over by the Commonwealth ASAP.
- Possible solution to immigration issue is permit system similar to Torres Strait but still impose Aust immigration acts.
- Public health time bomb from lack of monitoring and attention to environmental issues. Need DORA to fund environmental report. Need workshops to scope and resolve problems. Complete Argentine ant campaign which was stopped by NIG. Need baseline data on NI environment and pathways to move forward. Monitoring waste from sewerage treatment works, smoke from burning solid waste.
- Suggest Salvation Army for independent counselling and support – domestic violence and child abuse.
- No Austudy and other benefits eligibility for children currently studying on mainland
- NI population plan- food security, water, utilities. Based on "Sustainable Population Strategy for Australia – 2010". Look at Land Howe Island system of population control.
- Need GST free baby products eg: Nappies etc. No current screening services. Need greater incentives for young families to stay on NI.
- Funding Agreement No2 unfair as it has immigration conditions. Concerned about Medicare and waiting lists. Need cost benefit analysis. Need population capability assessment
- Hospital starting to require women to birth off island. Need mammography and other screening services. Need better Immunisation services and baby health clinics. Need better child protection services and counselling. Medicare needs to be in place earlier than a tax system. Concern about working children – tired at school, can't do homework, minimum age? Need population capability assessment before Immigration changes.
- Mental health issues exacerbated by economic downturn- need minimum of two counsellors.

### **Taxation**

- It is unfair on the community to bear the cost of dry run returns 2011-2012. Who will bear the cost of having a tax expert calculate this when businesses are struggling to stay afloat financially now?

- Introduced on a scaled basis over 6 years.
- Allow employees to lodge multiple Tax File Number Declarations with different employers, so that the marginal rate is not deducted by all employers. Many employees have multiple jobs to make ends meet.
- We would be better off with the income share from Federal GST than what we will earn ourselves. There is no guarantee for the community that they will not continue to hike the percentage up. There has already been talk of 15% coming... will we be taxed from every angle into oblivion.
- More detail on the introduction of tax is required.
- Need research and reports on what it means to businesses and individuals before a decision is made – superannuation/higher wages/capital gains.
- Local GST should be abolished if Aust Govt takes over major expenses.
- Norfolk Island is highly taxed at the moment - there are hidden levies and taxes at the moment with no return.
- NI Chamber of Commerce - Benefits of introducing tax are unclear and will require extensive community education. The Commonwealth could grant NI \$X for every net \$1 it raises. This would encourage both self sufficiency and efficiency.
- Taxation should be introduced over a 10 year period to allow time to set up and integrate the full tax system.
- Mainland GST should be extended to NI. NIG need to set more realistic charges for fees and taxes. Under current system NIG has no levers to foster and encourage economic development and growth. Commonwealth should consider allocating a proportion of the proposed rent resources tax revenues to NI, so that those without natural resources are able to share in the nation's natural resources.
- Need total integration into taxation system as soon as possible.
- Some people will not be able to afford to pay land tax on land that has been handed down to them through the generations. Some people already pay income tax.
- Education is needed. A lump sum payment in order to meet tax compliance obligations, staged introduction of personal and company tax, incentive for outside business investment into NI.
- Need for extensive community education. What happens after 5 years when Roadmap has run its life? Support transitional participation in the partial introduction of parts of the tax system. Businesses need to be compensated for imposed superannuation, FBT, capital gains, sales tax etc.
- Need Medicare and social services ASAP. Income Tax could be introduced 2012/13 at a low rate and eased into full taxation.
- Taxation system should take into account remoteness and limited working population.
- Need implementation now - not 2 years. People brought up to believe tax system will be an impost on the community.
- Need to dispel fear mongering eg; Commonwealth will introduce death duties.
- A depressed economy cannot be expected to afford an immediate 9% increase to wages to satisfy the Superannuation Guarantee Charge

## **Environment**

- I am disappointed that the environment issues were only touched on from the waste disposal angle. I would like to see a strategy worked on by both Governments for the environment management of the entire Norfolk Island. I also see nothing in this document for the protection and preservation of our culture in Norfolk Island. Our culture is of paramount importance and it is wrong that no mention is made of this in the planning for Norfolk Island's future.

- Need direction from Australia for NI to be a model Eco site in the world.
- NI Chamber of Commerce - Major issue is waste management. The solution is the installation of a high temperature waste incinerator and should be progressed ASAP. Environmental strategies could be implemented as employment programs.
- A Sustainable waste management initiative based on best practice, research and evaluation needs to be implemented ASAP.
- Green energy needs to be supported not punished.
- KAVHA and Museums should be amalgamated into one organisation. The NI Heritage Act 2002 needs to be completed overhauled. A NI heritage council should be set up.
- Water pollution, high coliform levels, burning of medical waste, Argentine Ants, wood treatment plant, environmental degradation all need immediate reform. The process of Footprinting should be undertaken before any Federal resources are committed.
- NI is a unique environment and should be protected. Waste management a great concern. Sewage system needs urgent review – untreated effluent is leaking into the groundwater table which is a huge threat to human health and the tourism industry. Need for an Environmental Officer on island.
- Need restoration of jail and crank mill. KAVA buildings that house Administration should be reviewed. Supportive of waste management strategy. Asbestos roofs for potential water collection should be subsidised for removal within 3 years. New underground water supplies need to be identified. Introduce dams policy. Encourage private planting of trees.

### Extension of Commonwealth Laws to Norfolk Island

- Real estate law needs to be brought in here to stop the gazumping and other practices illegal in Australia which freely go on. Not sure on what changes most of the other laws will make for the Island. We definitely need consultation & education programs before the extension of these laws to NI.
- 2006 Centre of International Economics on impacts of applying Commonwealth law to NI should be made publicly available.
- Must include road laws, arson, explosives and even terrorism.
- NI Chamber of Commerce – Do not appear concerned and an education process is needed for the community.
- All Commonwealth laws should be implemented over the next 10 years.
- NI should have a seat at COAG. Need to open a one stop Commonwealth shop. A number of other Commonwealth acts and regulations need to be introduced.
- Will provide a more robust legal framework for protection of the rights of the community.
- NIG should pass local legislation that mirrors that of the Commonwealth, which will allow the Commonwealth to fund service delivery to NI.
- More detail is required.
- Cancel unsatisfactory NI legislation for replace with appropriate Commonwealth legislation.