



GOVERNMENT OF NORFOLK ISLAND

PRIORITIES PLAN

2004 – 2007

14 March 2005

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INTRODUCTION

I am pleased to present the Norfolk Island 11th Legislative Assembly's Priorities Management Plan.

We as an Assembly have taken the step of ensuring that the Norfolk Island community is aware from the beginning of our term what we consider to be our priorities as the 11th Legislative Assembly. We have developed through consultation with Members and from the 10th Legislative Assembly's matters of importance, a list of twelve points or major areas of priority.

It is imperative that the priorities list be linked to the asset management plan, to the revenue review and expenditure reviews, to the forward estimates and be incorporated in the Administration's Management Plan if we are going to successfully deliver these initial items on this list in the term of this Legislative Assembly. It is anticipated that similar plans will be developed for the Norfolk Island Hospital Enterprise and the Norfolk Island Government Tourist Bureau which will all then be incorporated into a Government-wide Management Plan.

This plan will be incorporated into the beginning of the Administration's Management Plan and will be the first formal mechanism for setting the strategic objectives for the various government organizations. To ensure this plan stays up to date, the following review timetable will be adopted:

Date	Outcome Review	Outcome Review and Revision (and reprint) of Plan
16 March 2005	Publication of document	
20 October 2005		X
20 April 2006	X	
20 October 2006		X
20 April 2007		X

I certainly hope and expect that the items on this list will significantly change over the next three-year period and that we are in a position to have in place a list of twelve responsible priorities for recommendation to the 12th Legislative Assembly. It is clearly important that we do have a list of immediate priorities and that we go about working on that list of priorities and do not get sidetracked by other issues.

The twelve priorities are (not listed in any particular order):

1. Maintenance and strengthening of Self-Government
2. Development of 15 year Asset Management Plan
3. Finalise revenue/expenditure review and implement preferred options
4. Finalise land transfer initiative
5. Complete Community Services review
6. Airport upgrade completion
7. Complete Administrative/Governance review
8. Complete telecommunications strategy and implement recommendations
9. Resolve crushing/quarrying and settle an industry policy
10. Tourism industry support to be strengthened to ensure Unity 2005 targets are met
11. Complete immigration review and adopt a Population policy
12. Commit to and commence a long term roads program

This Assembly also values the importance of identifying, prioritizing and planning for future priorities. We have listed some of the issues and developments we see as holding importance for the future. These include:

- Primary Industries Policy
- Commerce Policy
- Increasing Management qualifications within the Public Sector
- Review of the Financial Institutions Levy (FIL)
- Implementation of Medevac policy
- Review Customs policy

We hope that this Plan assists all to understand what our priorities are as the Eleventh Legislative Assembly.

Hon Geoff Gardner, MLA
Chief Minister

14 March 2005

CONTACT PERSONS

Throughout the Plan, various tasks and milestones are required to be completed by a “Responsible Officer”. If readers of this document have any queries in regards to these items, contact details for these individuals are as follows:

Position Title	Name	Email address	Telephone
Chief Minister	Geoff Gardner	chiefminister@assembly.gov.nf	6723 22003
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Minister for Community Services	John Brown	jbrown@assembly.gov.nf	6723 22003
Minister for the Environment	Vicky Jack	vjack@assembly.gov.nf	6723 22003
Secretary to Government	Peter Maywald	pmaywald@assembly.gov.nf	67232 2003
Chief Executive Officer (Acting)	Steve Mathews	smathews@admin.gov.nf	6723 22001 ext. 127
Executive Director – Corporate & Community Services	Anthony Middleton	amiddleton@admin.gov.nf	6723 22001 ext. 137
Executive Director – Environment & Infrastructure	Peter Davidson	pdavidson@admin.gov.nf	6723 22001 ext. 131
Corporate Management Group	Chief Executive Officer and Executive Directors	As above	As above
Manager Customs and Immigration	Alan (Kissard) Buffett	abuffett@admin.gov.nf	6723 22140



NORFOLK ISLAND ELEVENTH LEGISLATIVE ASSEMBLY

David Ernest Buffett – Speaker		Timothy John Brown – Deputy Speaker	
Lorraine C. Boudan	John T. Brown	Neville C. Christian	Geoffrey R. Gardner
Stephanie V. Jack	Ronald C. Nobbs	Timothy J. Sheridan	
EXECUTIVE MEMBERS AND THEIR PORTFOLIOS			
GEOFFREY ROBERT GARDNER CHIEF MINISTER	RONALD COANE NOBBS MINISTER FOR FINANCE	JOHN TERENCE BROWN MINISTER FOR COMMUNITY SERVICES	STEPHANIE VICTORIA JACK MINISTER FOR THE ENVIRONMENT
Tourism KAVHA Culture and History Sport and Recreation Museums Commerce and Industry Police Legal Matters Intergovernmental Business Self-Government Strategic Planning Industry Initiatives Gaming	Public Monies <ul style="list-style-type: none"> ◆ Administration assets ◆ Licensing ◆ Revenue raising ◆ Economic Policy Customs Government Business Enterprises <ul style="list-style-type: none"> ◆ Electricity ◆ Telecommunications (Broadcasting) ◆ Liquor Bond ◆ Lighterage ◆ Postal/Philatelic ◆ Airport Retail Price Index Benefit Adjustment Factor Public Service Civil Works	Social Welfare Emergency Services <ul style="list-style-type: none"> ◆ Firearms ◆ Explosives ◆ Fire Protection and Control Disaster Management Immigration Health <ul style="list-style-type: none"> ◆ Hospital Enterprise ◆ Healthcare Education Workers Compensation Employment Industrial Relations	Environment <ul style="list-style-type: none"> ◆ Environmental Health ◆ Land Management Land and Buildings <ul style="list-style-type: none"> ◆ Regulatory Administration Agriculture and Horticulture Quarry Fishing Waste Management Parks and Forestry National Park and Botanic Gardens

GOVERNMENT PRIORITIES

1. Self Government

The maintenance and strengthening of self Government is the reason that the Legislative Assembly exists. There is a very clear and tangible feeling within the community that there is a wish to maintain the status quo; to continue the path that we are headed down with self Government.

We need to measure our performance not necessarily by our words but by our actions. This is reflected in our responsible governance, how we handle our budget and the level of services that we provide to this community. In relation to the responsible governance actions, there have been recommendations from the Select Committee of the 10th Legislative Assembly that have discussed options such as establishing a constitutional convention so that our self Government position is clarified. Another idea from that Select Committee Report is the implementation of a Canberra-based representative on a formal part time basis so that if we have difficulties or there are matters that we wish to promote with the Commonwealth we have an individual who is readily available to speak for us. These are matters that the Legislative Assembly as a whole will have to consider as we develop a strategy for strengthening this area. It is important that the Island's self-government arrangements are maintained and strengthened so that the Assembly members are able to responsibly and appropriately carry out the job that has been entrusted to them.

What must be stressed is that we are not seeking independence but a strengthening of our self Government position, a reinforcement of the way we present ourselves to others and the way our self Government position is viewed not only by the Commonwealth but by each state and territory within Australia.

Milestones	Completion Date	Responsible Officer	Outcome
Discussion on options with all MLA's	30 June 2005	Chief Minister	
Discussions with Commonwealth Minister for Territories and the Administrator	30 June 2005	Chief Minister	
Identify priorities and draft a strategic plan on options including: <ul style="list-style-type: none">• Constitutional convention;• Canberra-based representative dealing with Norfolk Island issues	30 September 2005	Secretary to Government	
Finalise strategic plan for self government	31 December 2005	Secretary to Government	

2. Development of 15 year Asset Management Plan

This priority is essential as it deals with the development of a 15 year Asset Management Plan. This is a long term planning strategy that encompasses the entire Government and Public Service. It allows for the prioritization of needs and accurate planning for the meeting of those needs.

By including the Asset Management Plan in this list, it is leaving open the possibility of as yet unscheduled initiatives and identified needs such as the construction of a new hospital, repairs to Cascade Pier and improvement of maritime industry facilities. The implementation of the Asset Management Plan does not preclude the introduction of any new plans or projects.

It is vitally important that any initiatives the Government puts into place are supported by the Administration Management Plan and Annual Budget so that government resources are directed towards achieving those goals, that will require a whole of Government and certainly whole of Assembly approach.

Milestones	Completion Date	Responsible Officer	Outcome
Prepare an Asset Management Plan	31 August 2005	Executive Director – Corporate & Community Services	
Merge Asset Management Plan information into 15 year Forward Financial plan	30 November 2005	Corporate Management Group	
Table forward financial plan in the Assembly	31 December 2005	Minister for Finance	
Draft legislation governing forward financial planning reporting requirements	31 March 2006	Executive Director – Corporate & Community Services	
Legislation adopted by Assembly	30 June 2006	Minister for Finance	

3. Expenditure and Revenue Review

This priority seeks the finalisation of Revenue and Expenditure Reviews and the implementation of the identified preferred options. This review works as a system that also incorporates forward estimates, the Asset Management Plan and importantly the Administration Management Plan. These steps are seen as vital in ensuring the financial sustainability of the Government, and indeed the entire Island's economy, continues into the future.

The Administration is charged with providing us with the necessary advice in relation to revenue and expenditure matters. It is vitally important that any initiatives the Government put into place are supported by the Administration Management Plan so that resources within the Public Service are directed towards achieving those goals.

Expenditure Review

Milestones	Completion Date	Responsible Officer	Outcome
Review of Community Service needs	February 2006	Chief Executive Officer	
Review of capacity to fund	June 2006	Chief Executive Officer	
Identify service priorities	November 2006	Chief Executive Officer	
Draft Strategy	February 2007	Chief Executive Officer	

Revenue Review

Milestones	Completion Date	Responsible Officer	Outcome
Government Business Enterprise Corporatisation <ul style="list-style-type: none"> - Prepare model - Draft and pass legislation - Convert first 'trial' Government Business Enterprise/Entity - Convert remaining identified sections to Corporate identities 	December 2005 December 2006	Minister for Finance	
Financial Directions Policy <ul style="list-style-type: none"> - Draft Financial Directions Policy - Adoption of Policy by Executive Member 	July 2005 August 2005	Chief Executive Officer / Executive Director Corporate & Community Services Minister for Finance	
Pricing Policy <ul style="list-style-type: none"> - Draft Pricing Policy - Adopt by Executive Members 	April 2005 May 2005	Chief Executive Officer / Executive Director Corporate & Community Services Minister for Finance	
Finalise Taxation Review	September 2005	Minister for Finance	

Alternative Options Review

Milestones	Completion Date	Responsible Officer	Outcome
Administration Asset Management Plan (extract from Administration Management Plan, p. 19)			
Prepare Tender Specifications & Advertise	July 2004	Director Corporate & Community Services	
Select & appoint successful consultant	September 2004	Director Corporate & Community Services	
Assist consultant with analysis of Norfolk Island Government Assets	October 2004 to March 2005	All Managers, Director of Hospital & Manager of Tourist Bureau	
Provide consultant advice in the preparation of Plan	February to May 2005	Director Corporate & Community Services	
Peruse draft Asset Management Plan & provide feedback	May 2005	Corporate Management Group	
Link Asset Management Plan to budget process	March to June 2005	Director Corporate & Community Services	
Provide Plan to Minister for tabling in Legislative Assembly	August 2005	Director Corporate & Community Services	
Other			
Administration Management Plan - 1 st outcome review - 2 nd outcome review	October 2004 and then Annually	Chief Executive Officer	Completed (Annual process)
Forward estimates (refer to Forward Financial Planning, p. 2 of this Plan)	31 March 2006	Various	

4. Land Initiative

The fourth priority is the furtherance of self-government through increasing responsibility for land and resource management. The first steps have been taken with finalisation of the land initiative, which has seen Norfolk Island strengthen planning legislation and review the Norfolk Island Plan, introduce a Norfolk Island Heritage regime, develop a water resources and a roads development control plan and introduce plans of management for public reserves.

In addition to reviewing and strengthening the planning and other land management regimes we have already put in place, completion of the first phase of the land initiative leads us to focus on other land management resources issues, including:

- The ownership and management of parks and reserves,
- Issues relating to our 200 mile economic zone, and
- Management responsibility for the Norfolk Island fishing box.

Our ultimate goal is to develop appropriate legislative frameworks and administrative capacity that will ensure that we are able to sustainably manage our environment, land and resources. Above all, our planning and management systems must be robust and strong enough to ensure that we don't lose the values that this community places on land and the environment in general on Norfolk Island.

Milestones	Completion Date	Responsible Officer	Outcome
Determine 2 nd phase land and resource elements and options with the Commonwealth	30 September 2005	Executive Director Environment & Infrastructure	
Develop implementation strategy and timetable with the Commonwealth	30 January 2006	Executive Director Environment & Infrastructure	
Finalisation of Inter-government Agreement	31 March 2006	Chief Minister	
Establish inter-government task force	30 April 2006	Chief Executive Officer	

5. Community Services Review

The fifth point is completing the community service reviews. Included in this are:

- **Police Memorandum of Understanding.** This memorandum is being reviewed and updated to ensure that it remains effective and relevant.
- **Review of Education Memorandum of Understanding.** This review is currently underway and relates to the education system on the Island. The importance of this area is sufficiently evident enough that it requires little explanation.
- **Social Services Review.** It is important to ensure that this area continues to provide the necessary level of support to welfare recipients on the Island while at the same time remaining conscious of the revenue base and the moneys that are available in this area.

Police Memorandum of Understanding

Milestones	Completion Date	Responsible Officer	Outcome
Draft Memorandum of Understanding to be prepared	15 July 2005	Chief Executive Officer	
Memorandum of Understanding draft agreed to by Chief Minister	1 August 2005	Chief Minister	
Negotiations with Australian Federal Police	30 September 2005	Chief Executive Officer	
Memorandum signed off by both Governments	15 October 2005	Chief Executive Officer	

Education Memorandum of Understanding

Milestones	Completion Date	Responsible Officer	Outcome
Draft Memorandum of Understanding to be prepared	31 March 2005	Executive Director – Corporate & Community Services	
Memorandum of Understanding agreed to by Minister for Community Services	8 April 2005	Minister for Community Services	
Negotiations with New South Wales Department of Education	31 May 2005	Executive Director – Corporate & Community Services	
Memorandum of Understanding signed off by both Governments	15 June 2005	Executive Director – Corporate & Community Services	
Implementation for all new staff members	Ongoing – completed October 2007	Executive Director – Corporate & Community Services	

Social Services Review

Milestones	Completion Date	Responsible Officer	Outcome
Review of all Social Services programs	31 January 2005	Chief Executive Officer	Completed
Prepare draft legislation (Stage 1)	28 February 2005	Chief Executive Officer	Completed
Introduce and pass legislation (Stage 1)	31 May 2005	Minister for Community Services	
Prepare draft legislation (Stage 2)	30 August 2005	Chief Executive Officer	
Introduce and pass legislation (Stage 2)	31 October 2005	Minister for Community Services	

6. Airport Runway Upgrade

The sixth point is the completion of the Airport Upgrade including the runway and safety area options. The airport is of vital importance to the Island as without it in compliant condition and in a position to provide a safe and secure surface for the landing of aircraft on the island, it puts in jeopardy our entire tourism industry. Inspections as recent as November 2004 reconfirm that ‘...the surface is well past its prime and in need of an overlay sooner rather than later’ (extract from AOS Inspection Report November 2004).

A working group (the Airport Working Group) consisting of two Assembly Members and select members of both private and public sectors has been set up to not so much review the tender process, but to assist Members in grasping the enormity of the task before us and to allow them to feel comfortable with the proposed solutions. The committee comprises of the Minister for Finance, Neville Christian MLA, Alex Martinez, Graham Rayner, Robert Adams the Executive Director for Environment and Infrastructure, the Finance Manager and the Airport Manager.

Airport Runway Reseal

Milestones	Completion Date	Responsible Officer	Outcome
Accept tender	28 February 2005	Executive Director Environment and Infrastructure	
Contracts signed with preferred tenderer	31 March 2005	Executive Director Environment and Infrastructure	
Project completion	31 March 2006	Executive Director Environment and Infrastructure	

7. Administrative and Governance Review

The seventh point is the completion of the Administrative and Governance Review matters. This initiative gained prominence in the previous Legislative Assembly and has led to calls for more appropriate responsible legislative provisions to be put into place on Norfolk Island. This review encompasses the following areas

- Freedom of information,
- Whistle blowers legislation,
- The role for an ombudsman in Norfolk Island, and
- Complaints handling procedures.

Within the Public Service there has been a great deal of work done in the dealing of complaints. In probity, officers have been identified where complaints are to be directed. The 10th Legislative Assembly established legislation for a Register of Members Pecuniary Interests and a Code of Conduct for Members for commencement from 30 June 2005 (see below).

A representative of the Ombudsman's Office has visited the Island to explain complaints handling mechanisms to Public Service representatives and has also spoken in relation to some of the issues that we may encounter as a result of the commencement of the Members Interest legislation.

Milestones	Completion Date	Responsible Officer	Outcome
Draft Freedom of Information legislation	31 January 2005	Secretary to Government	Completed 25 January 2005
Receive and consider report from Senior Assistant Ombudsman (Commonwealth) and commence implementation of administrative complaint handling system	31 March 2005	Secretary to Government	
Consult Members of Legislative Assembly about Freedom of Information	30 April 2005	Chief Minister	
Consult Commonwealth Ombudsman, Independent Commission Against Corruption and others about <ul style="list-style-type: none"> • Desirability/feasibility of whistleblowers legislation or an executive scheme; • Prepare recommendations for consideration by Members of Legislative Assembly 	30 June 2005 31 July 2005	Secretary to Government Secretary to Government	
Commence Members Interest legislation	30 June 2005	Chief Minister	

8. Telecommunications Strategy

The eighth priority is the completion of a telecommunications strategy and the implementation of recommendations that may flow from that strategy. This strategy also relates to other items of telecommunications infrastructure and service provision on Norfolk Island and the many varied challenges that have presented themselves over recent times. We need to ensure the continued efficient provision of modern telecommunications services to this Island and the delivery of infrastructure and service for any new industry initiatives that the community may pursue. The long-term acquisition of property and future telecommunications infrastructure upgrades also relate to the development and implementation of the Asset Management Plan.

Milestones	Completion Date	Responsible Officer	Outcome
Commence consultancy	1 March 2005	Executive Director Environment & Infrastructure	
Delivery of Consultant's draft 10 Year Telecommunications Strategic Plan	20 May 2005	Executive Director Environment & Infrastructure	
Review of draft 10 Year Telecommunications Strategic Plan	31 May 2005	Executive Director Environment & Infrastructure	
Receipt of the final 10 Year Telecommunications Strategic Plan	30 June 2005	Executive Director Environment & Infrastructure	
Formal presentation of 10 Year Telecommunications Strategic Plan to the Minister	31 July 2005	Executive Director Environment & Infrastructure	
Government and Assembly consideration of Telecommunications Strategic Plan and determination of policy direction	31 August 2005	Minister for Finance	
Develop Strategic Plan implementation program	30 September 2005	Executive Director Environment & Infrastructure	
Adoption of implementation program	31 October 2005	Chief Executive Officer	

9. Quarrying and Rock Crushing

The ninth priority is the resolution of crushing and quarrying problems and to develop industry policy options. The critical importance of the crushing industry to the construction industry, our roads system, our airport overlay and other related areas all rely on the ability to quarry and crush rock on Norfolk Island.

The Government will develop and implement a policy that ensures future rock supplies and appropriately provides for rock crushing to continue on Norfolk Island so the community is not burdened with the excessive costs of importing material and its related quarantine issues. This policy initiative will also address the environmentally sustainable long-term supply of sand for the construction industry.

Milestones	Completion Date	Responsible Officer	Outcome
Develop Quarrying and Rock Crushing Industry Policy and Planning options	30 June 2005	Chief Executive Officer	
Rock and sand resources review	30 September 2005	Executive Director Environment & Infrastructure	
Planning framework review	30 September 2005	Executive Director Environment & Infrastructure	
Government and Assembly consideration of resources and planning reviews: broad policy direction	31 October 2005	Minister for the Environment	
Public consultation: options and broad policy direction	31 December 2005	Executive Director Environment & Infrastructure	
Develop policy implementation strategy	28 February 2006	Executive Director Environment & Infrastructure	
Government and Assembly endorsement of policy implementation strategy and funding	31 March 2006	Minister for the Environment	
Implement outcome of planning framework review	31 May 2006	Executive Director Environment & Infrastructure	
Implement rock resources strategy: quarry site selection; development strategy (including community consultation, funding plan, land tenure, environmental safeguards and approvals) and timetable	31 August 2006	Executive Director Environment & Infrastructure	
Implement sand resources strategy: including community consultation, funding plan, environmental safeguards and approvals.	31 August 2006	Executive Director Environment & Infrastructure	

10. Tourism Industry Support

This is the time for serious consideration of the ongoing role of Tourism Norfolk Island. This should include consideration of locating a senior marketing and promotion position on the Australian mainland and a complete review of the operation and effectiveness of the Visitor Information Centre

Attention should also be given to how Tourism Norfolk Island spends its promotional budget with a view to establishing clear goals and maximising the effectiveness of advertising, promotional and marketing strategies. Key outcomes should be to increase current visitor numbers, extend average lengths of stay and improve yields for businesses reliant on the tourism industry.

There should also be an overhaul of legislation relating to tourism, some of which is 25 years old. The aim of this process is to ensure that the law facilitates the tourist industry and that any unnecessary barriers or regulations are removed.

Milestones	Completion Date	Responsible Officer	Outcome
Commence major consultation with tourist industry stakeholders in Norfolk Island, Australia and New Zealand; <ul style="list-style-type: none">• Meetings in Sydney, Brisbane, Norfolk Island• Broad-based forum on Norfolk Island• Familiarisation visits for retailers	10 April 2005	Chief Minister	
Develop Tourism Master Plan for: <ul style="list-style-type: none">• Selecting and targeting specific markets and population demographics• Marketing and promotion• Setting service delivery standards within the industry• Training and accreditation of tourist operators on Norfolk Island	30 September 2005	Chief Minister	
Review Tourist Bureau organisational structure and role of Visitor Information Centre	30 June 2005	Chief Minister	

11. Immigration Review

The eleventh priority is the completion of the Immigration Review and the adoption of the population policy. This review has been supported by recent advice as well as the general review of the Immigration Department that was carried out in 2002. The review also encompasses legislative amendments. The 10th Legislative Assembly also took a unanimously supported step to repatriate the appeals mechanisms to Norfolk Island. This is awaiting assent from the Commonwealth but has broad ranging support from a number of Departments and certainly a number of Ministers. It is now a matter of implementing the system and ensuring that it meets best practice standards so the appeals mechanism functions correctly. This immigration review is directly related to point seven, the Administrative Review and Governance Review. This is seen as a strengthening of our on island roles across the board through our Administrative Review Tribunal. There may, for a period of time, be participation from the Australian Immigration Review Tribunal specifically for immigration reviews in accordance with the Administrative Review Tribunal legislation. This is giving the Island the opportunity to demonstrate our ability and capacity to effectively manage this area so that there remains the real possibility of developing this into an entirely Island-based review mechanism.

Review of Administrative Procedures

Milestones	Completion Date	Responsible Officer	Outcome
Management restructure for Immigration	July 2004	Manager Customs & Immigration	Complete
Review of Immigration Guidelines Refer draft to Immigration Committee for comments	February 2005	Manager Customs & Immigration	Complete
Refer draft to Minister for approval by Assembly	March 2005	Manager Customs & Immigration	
Revise Forms if required (following completion of amendment to Immigration Guidelines)	April 2005	Manager Customs & Immigration	
Revise Information Packages if required (following completion of amendment to Immigration Guidelines)	April 2005	Executive Director – Corporate & Community Services	
Review appeal procedures Immigration Amendment Bill 2004	Awaiting assent	Secretary to Government	
Administrative Review Tribunal Amendment Bill 2004	Awaiting assent	Secretary to Government	

Review of Immigration Legislation

Milestones	Completion Date	Responsible Officer	Outcome
Statutory Basis to Immigration Guidelines			
Immigration (Guidelines) Amendment Bill 2001	Assent refused by Commonwealth – to be superseded by 2005 amendment	Minister for Community Services	
Immigration Amendment Bill 2005	April 2005	Minister for Community Services	
Amend Immigration Act 1980			
<ul style="list-style-type: none"> ◆ Progress amendments previously requested. ◆ Progress recently requested amendments to sections 18, 22 and 23 ◆ Introduce Legislation to Assembly 	December 2004	Chief Executive Officer	Complete
	February 2005	Chief Executive Officer	Complete
	May 2005	Minister for Community Services	

Population Policies Review

Milestones	Completion Date	Responsible Officer	Outcome
Prepare Discussion Paper	October 2004	Executive Director Corporate & Community Services	Complete
Table Discussion Paper	February 2005	Minister for Community Services	Complete
Circulate Discussion Paper	February 2005	Minister for Community Services	Complete
Legislative Assembly consideration of Population Policy	July 2005	Minister for Community Services	
Action plan on outcome of Discussion Paper	31 December 2005	Executive Director Corporate & Community Services	

12. Roads

The final priority is commitment to and commencement of a long-term roads rehabilitation program. The Members of the Legislative Assembly, people on the island and certainly a great deal of our visitors recognise the problems that deterioration of the road surface have caused. The many issues surrounding our roads are complex, but the strategy that is being introduced seeks to overcome those problems. The strategy relates to matters such as Norfolk Island, Commonwealth and private road ownership and the issues surrounding transfer of Commonwealth and private road ownership. This strategy is intended to be long-term and will certainly not be complete within this Assembly's time in office. It is hoped that future Assemblies will carry on with the program so that it is completed in full for the Island's benefit.

The ability to implement the roads program and allocate the budgeted revenue is highly dependent on the success of priority nine, the resolving of the crushing and quarrying issues and the introduction of an industry policy. This has already impacted on various Administration Special Projects identified in the Public Works section of the Administration Management Plan.

Milestones	Completion Date	Responsible Officer	Outcome
Update Road Inventory database	30 June 2005	Executive Director Environment and Infrastructure	
Draft Road Hierarchy and adopt	30 June 2005	Chief Executive Officer	
Review of Planning and Development Control Issues in regards to Roads	31 December 2005	Executive Director Environment and Infrastructure	
Private Roads Policy Options	30 June 2005	Executive Director Environment and Infrastructure	
Develop 10 Year Roads Program	30 June 2005	Chief Executive Officer	
Develop 10 Year Plant Replacement Program	30 June 2005	Chief Executive Officer	
Refer to Administration Management Plan pp. 50 & 51 for short to medium term Roads Projects			