

Norfolk Island Regional Council

Economic Development Implementation Plan

December 2017

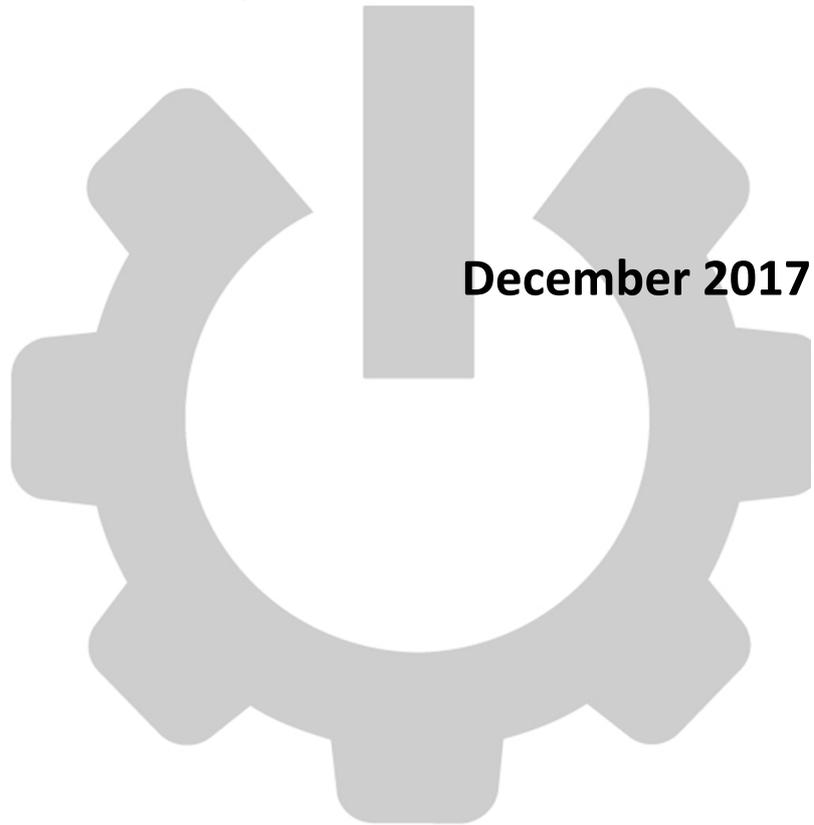


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1 Introduction

1.1 Background of the Project

Norfolk Island Regional Council (NIRC) is a newly formed Council that commenced its operations on 1 July 2016. Since that time the Council has developed and commenced the implementation of the Integrated Planning and Reporting Framework in accordance with the Local Government Act 1993 (NSW) (NI).

The Community Strategic Plan has a strong focus on Economic Development, and in particular Tourism which is the key industry on Norfolk Island. As part of the Community Strategic Plan and the NIRC Draft Operational Plan 2017-2018 the NIRC sought the services of a third party to undertake the development of an Economic Development Implementation Plan as well as commence the Implementation of economic development actions and actions in the Council's draft Operational Plan.

Following a tender process, Hindle Enterprise Group (Hindle) was appointed in July 2017 to undertake the development of the Economic Development Implementation Plan and implementation of associated actions.

1.2 Project Scope and Objectives

The NIRC outlined the scope and objectives of the project in the *Economic Development Implementation Plan: Brief for Interested Candidates* which included drawing on the resources documenting the strategies and assessments of Economic Development compiled in recent years.

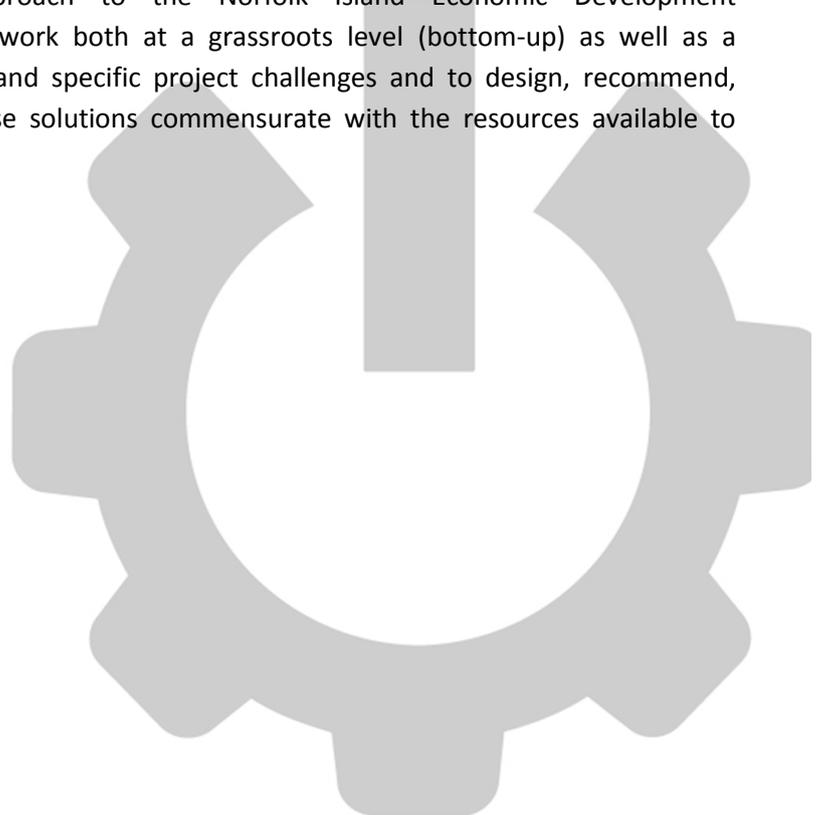
A project plan was provided by Hindle that focussed on hands-on economic development implementation culminating in an Economic Development Implementation Plan to provide prioritised actions for continuation of economic development work in line with the resources available to the NIRC and community on Norfolk Island. The project plan included:

1. *Business Facilitation* – this component of the project focussed on working direct with NI business owners, the community and entrepreneurs to unlock potential in their businesses, identify the resources required to start or grow a business and assist these businesses to source and connect with the available resources on Norfolk Island as well as off-island in Australia and New Zealand.
2. *Business workshops and Education* – this component focussed on delivering core skills, information and available resources to business owners, key stakeholders and the community
3. *Strategic Economic Development* – This component focussed on identifying and unlocking a number of key strategic opportunities identified by the Hindle team, NIRC, and the Norfolk Island community. Strategic briefing notes were prepared for NIRC discussing key work progressed, and how these strategic opportunities could be further accessed or developed.
4. *Project Report and Implementation Plan* – The *Project Completion report* is intended to report on the works completed by Hindle during the project and provide further details where relevant while the *Economic Development Implementation Plan* (this plan) is intended to be a 'forward looking' and practical plan able to be used and implemented by the NIRC and associated resources available to the Norfolk Island community.

1.3 Approach to Economic Development

Hindle Enterprise Group's approach to economic development is based on sustainable development principles with the primary focus at the grassroots, qualitative level. Hindle hold the strong view that economic development (if it is to be sustained) should primarily be driven from within the community, building local capacity, as opposed to an over-dependence on external experts and external stimulus. Through this grassroots focus Hindle's approach is to identify the limiting factors to growth of the current sectors and individual businesses, working on the efficiency of these businesses (short-term) and identifying opportunities for growth along with potential for new enterprise development (medium-long term), thus by extension enhancing the resilience of an economy. Through this approach Hindle also seeks to activate or build on social infrastructure within communities so that local resources can be easily tapped and leveraged as well as providing for a lasting network of resources available to support new business start-ups and growth.

This approach also facilitates a greater understanding of the enablers required for development, allowing a far more efficient and targeted approach to policy formation and infrastructure investment. As such, Hindle's approach to the Norfolk Island Economic Development Implementation Plan project was to work both at a grassroots level (bottom-up) as well as a strategic level (top down) to understand specific project challenges and to design, recommend, implement and manage fit-for purpose solutions commensurate with the resources available to implement them.



2 Project observations and opportunities

In line with the Project Plan, direct business support was provided during July 2017 –December 2017 both in time spent on Norfolk Island but also via phone, email and skype conferencing while off-island as well as a number of business and educational workshops delivered on Norfolk Island.

During the project, Hindle engaged directly with over 60 Norfolk Island businesses and projects from a wide range of sectors and industries. Support was provided in various forms, including:

- One-on-one coaching
- Business mapping
- Facilitation of social infrastructure organisation
- Facilitation of connection with local resources
- Facilitation of connection with off-island resources
- Business strategy workshops and planning

Following consultation with NIRC, Hindle identified a number of subject matter areas of common need suited to being addressed through a series of targeted workshops. The workshops were designed to be interactive, ensuring engagement with participants and were delivered as a free and open invitation.

- Microbusiness and Cottage Industries Workshop
- Small Business and Retail Workshop
- Business Marketing Workshop

As part of the Economic Development Implementation Plan project Hindle met and engaged with numerous organisations and stakeholder groups on Norfolk Island to discuss the economic development work being undertaken, gain feedback and insights into the Norfolk Island economy as well as to facilitate assistance from these organisations with businesses, projects and opportunities identified on Norfolk Island. Organisations included:

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|---|---|
| • Australian Bureau of Statistics | • Unique Tourism Collection (UTC) marketing agency |
| • Norfolk Island Regional Councillors | • Biosecurity – Department of Agriculture and Water Resources |
| • Norfolk Island Accommodation and Tourism Association | • Norfolk Island Regional Council (NIRC) – Strategic planning and operational departments |
| • Norfolk Island Tourism Advisory Committee | • Norfolk Island Transitions Towns Movement |
| • Commonwealth of Australia – Norfolk Island Administrator | • Regional Development Australia (RDA) - Mid North Coast |
| • Department of Infrastructure, Regional Development and Cities | |
| • Norfolk Island Chamber of Commerce | |

As a result of the works carried out during the project; including one-on-one business facilitation, the workshops held with Norfolk Island businesses and community as well as the numerous meetings with stakeholder organisations, Hindle have made a number of observations and identified opportunities for consideration by the NIRC. The observations and opportunities are primarily intended to inform public sector consideration/action and do not include opportunities being facilitated in the private sector. Implementable actions are outlined in Section 3 and Section 4 drawing on these observations and opportunities.

2.1 Observations

General observations made during the project were compiled and are outlined below. These also informed the direction and support provided with business facilitation and also strategic project facilitation. Observations include but are not limited to:

- A number of obvious limiting factors to economic development:
 - Telecommunications
 - Freight – both air and sea (cost, frequency, capacity and reliability)
 - Passenger flights – (current total seats per week, limited ports and future of NZ flights)
 - Geography – distance to markets (also limits capacity for volume exports)
 - High dependence on tourism market
- Despite improved economic vital signs, there was a persistent lack of business confidence and negative sentiment from the community and businesses we engaged with early on in the project term. This sentiment has improved during the course of the project however.
- General over-dependence on government for solutions and funding.
- Over-dependence by businesses (and the tourism economy as a whole) on third party and wholesale tourism providers for business marketing, packaged deals etc.
- Tourism dependence on a low-value market, elderly demographic and group tourism.
- Shift in retail trends to online retail as well as changes to duty free-shopping has impacted retail sector and also retail travel related tourism which has previously driven some of Norfolk Island's tourism sector
- Lack of trust in Commonwealth Government and NIRC. Initiatives generated by the Commonwealth and the NIRC are viewed with scepticism and mistrust.
- NIRC communications and initiatives can be hijacked by a minority of detractors and set a tone of negativity and counter-productivity.
- Opportunity to better define 'Norfolk Island' brand, product and image and align marketing strategies
- Labour market in period of transition with Australian tax system implementation and lower incentives for uptake of multiple part-time employment opportunities.
- Local youth and young adults often leave Norfolk Island for tertiary education and career development resulting in a skewed demography and reduced entrepreneurial energy

2.2 Opportunities

During the course of the project Hindle outlined a number of strategic opportunities capable of unlocking further potential in the Norfolk Island economy, providing infrastructure to support business growth or facilitating access to new markets. These include but are not limited to:

- Access to new tourism demographics
 - Develop the Norfolk Island ‘product/s’ for range of tourist demographics and align marketing strategy and marketing mediums
 - Opportunity to attract higher value tourists
 - Niche market development – food tourism, adventure tourism, recreational fishing, lifestyle retreats, sustainable community tourism etc.
- Access to new tourism markets (ports)
 - Currently NI competes with global tourism destinations serviced by Sydney, Brisbane and Auckland international airports – Thailand, Bali, Hawaii, NZ etc.
 - Explore options for new markets with less competition; first mover advantage exists with some of these markets – Newcastle / Hunter Valley, Toowoomba etc.
- Leverage of the KAVHA site and facilities as tourism infrastructure
 - Opportunity to leverage the KAVHA site with Commonwealth as a tourism infrastructure and unique tourism offering
 - Target of new tourism demographics and leverage unique product
- Support of professional services and remote working
 - Establishment of a business co-working space (currently being explored by private sector)
 - Ability to ‘trade’ with the world in online marketplace / remote servicing, export knowledge and allow residents to develop professional skills
 - Reduce economic dependence on tourism
- Opportunity to explore alternative business models including community ownership models leveraging community spirit and self-reliance culture, leverage private and public land / resources and crowd-raising capital for community owned businesses.
- Feedback from businesses and community for assisted business and technology training and workshops to help Norfolk Island businesses engage more with the internet and harness power of social media and market platforms in advertising and marketing
- Opportunity to work closely with the youth and NI School to develop business skills and harness entrepreneurial energy to support local businesses and also drive new enterprises from local youth

Some of these strategic opportunities were explored further and implementation commenced by Hindle during the project. Briefing notes were prepared for NIRC and Councillors discussing key work progressed and how these strategic opportunities could be further accessed or developed. The briefing notes have been included as attachments to the *Project Completion Report* and included:

- *KAVHA Opportunities*
- *Airline Route Development*
- *Community Ownership of Projects*
- *University of Newcastle (UON) Roadmap for the Pacific Project*

3 Economic Development Implementation

3.1 The importance of Grassroots support

Grassroots economic development and business support is based on the belief that to foster a sustainable economy, it must be built and grown from within the community, led by people who are invested in the community and remain invested in that community. While external stimulus can certainly provide a valuable multiplier effect in any economy and also provide a short-term hedge against poor economic conditions, ultimately the sustainability of a community's economic foundations are in sustained and diverse business activity.

With regard to the Norfolk Island Economic Development Implementation Plan, a significant portion of Hindle's work during the project and also the Implementation actions developed for this plan has a focus on this grassroots support. This approach has been supported by the Norfolk Island business community who have also recognised that while short-term stimulus injections, such as the Cascade Pier upgrade as well as upgrades to the Norfolk Island Hospital and School have generated increased economic activity, such injections of investment cannot be sustained and that an improvement in the economy's foundation of business activity, not dependent on these investments, is important.

This approach is underpinned and rooted in sustainable development principles tied to the following economic logic - identify the limiting factors to business and development, enhance the efficiency of the limiting factors in the short-term and invest in increasing their supply over the long-term. As discussed, a limiting factor for economic development is sustained and diverse business activity and while the public sector (NIRC) is limited in being able to start, grow and operate 'businesses' its responsibility for economic development therefore should have a focus on supporting those within the community who would like to, or are, starting, growing and operating businesses.

Such grassroots support also facilitates an increased understanding of the strategic enablers required for business activity by gaining valuable insight into the limiting factors for business (resources, knowledge, capital, infrastructure, legal setting), working on the efficiency and improvements on these limiting factors (medium term) and allowing a far more efficient and targeted approach to policy formation and infrastructure investment (long term) to unlock or remove these limiting factors.

3.2 Retention of culture

Another reason for Hindle's implementation and advocacy of grassroots support in the Norfolk Island Economic Development Implementation Plan project lies in the unique culture and 'community structures' of Norfolk Island and the need to retain them. Community traits such as social cohesion, cooperation, mutual respect, self-respect, courage, and self-reliance are infinitely valuable and must be considered of significant importance when designing any process or plan to develop a community or region.

Norfolk Island has a traditionally strong suite of 'community structures' and Hindle has been keenly aware of the need to retain, strengthen and grow these traits if economic development and self-reliance can be achieved and sustained. We see it as important that the Norfolk Island community realise that their economic future is in their hands and is not dependent on any external expert or external stimulus.

The value of this approach has resonated with the community on Norfolk Island and ample feedback has been provided thanking Hindle for this non-patronising approach and the help and hope that it has given some of the community who have endured pain in business as a result of consecutive years of uncertainty, change, a sense of loss of control and a fatigue from external expert consultation. The value in grassroots support is highlighted in their feedback and in the empowerment that they have felt when they are supported in pursuing their own business dreams.

3.3 Activation of social infrastructure

Another focus of the Economic Development Implementation Plan implementation and the ongoing actions put forward is in activating and engaging with the social infrastructure that exists both within and beyond the boundaries (off-island networks) of the community. This social infrastructure exists as an invested and incredibly valuable resource for economic development activities and also for ongoing and sustainable business support. Once activated, tapping into this social infrastructure means that any business, project or activity can draw on the enormous volume and diversity of skills, experience, contacts, networks, passions and energy of the people within a community.

The four core functions of this social infrastructure should include:

- Communications and Facilitation: to understand what work is going on in the area, what the specific needs are, opportunities for collaboration, and tapping into broader networks with the skills to address identified needs.
- Information brokerage: Systematic provision of relevant information (whether knowledge or technologies) addressing identified needs/limiting factors to development. This can include appropriate technologies and even unique business models/structures (may also include targeted workshops).
- Feedback: Sharing and dissemination of specific problems to relevant businesses/organisations off Island where solutions may exist (if not found locally). Sharing solutions identified locally to regions beyond Norfolk Island should also form an important component of this work (exportable knowledge).
- Local community groups: Facilitating and supporting local groups focussed on developing Norfolk Island socially and economically, who can actively participate in measures outlined above. Building local capacity in this regard is critical.

As discussed, one of Hindle's key focus areas has been the activation of this "social infrastructure" and the Implementation Plan advocates for continued activation and facilitation of this as a core component and resource for economic development.

3.4 Implementation Resources

As outlined in the project plan, Hindle see it as being of critical importance that this Implementation Plan is designed with the Implementation resources in mind and is actionable utilising resources currently available to NIRC and the Norfolk Island community more broadly. These include:

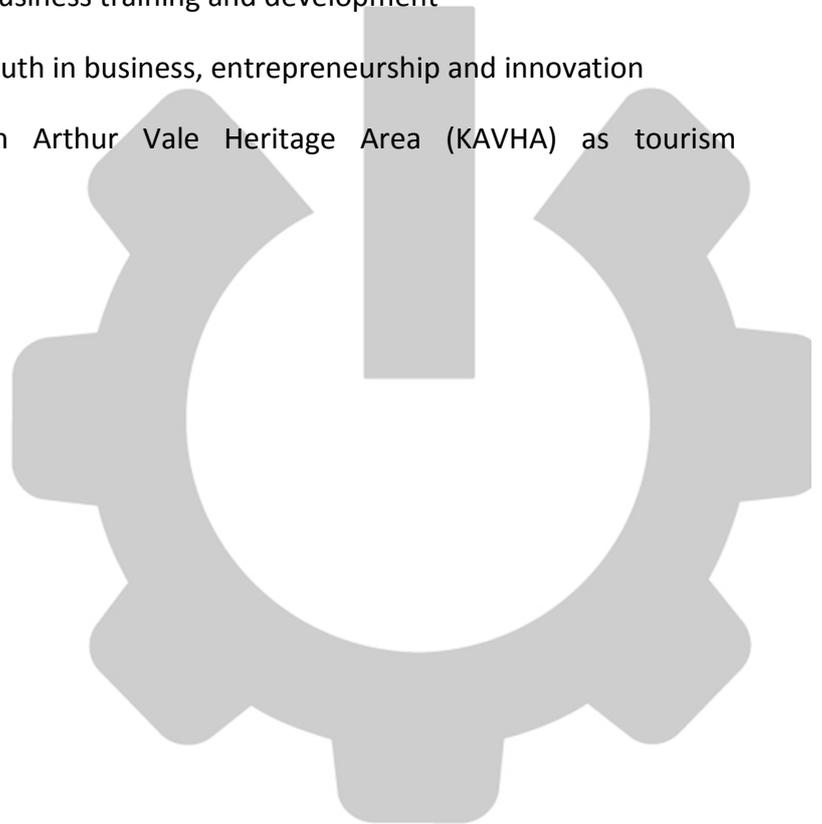
- NIRC operational staff
- Regional Development Australia Officer and networks
- University of Newcastle project team

- Commonwealth Administrator and Department of Infrastructure, Regional Development and Cities
- Unique Tourism Collection (UTC)
- Local community groups – Transitions Towns Movement, Chamber of Commerce etc
- Local resources – focus on activation, strengthening and maintenance of this network



4 Implementation Objectives

- IP1 Continuation of grassroots business facilitation
- IP2 Enabling infrastructure and resources
- IP3 Establishment of University of Newcastle (UON) sustainable development research project
- IP4 Access to new tourism markets
- IP5 Alignment of Norfolk Island branding, markets and marketing
- IP6 Support of community and cooperative ownership models
- IP7 Support of community and business training and development
- IP8 Support for Norfolk Island youth in business, entrepreneurship and innovation
- IP9 Unlocking of the Kingston Arthur Vale Heritage Area (KAVHA) as tourism infrastructure



4.1 IP1 - Continuation of Grassroots Business Facilitation

Objective Item #	IP1 – Continuation of Grassroots Business Facilitation
Priority	High
Responsibility	Regional Development Australia (RDA) – Mid North Coast Commonwealth Department of Infrastructure Regional Development and Cities
Resources	RDA Officer NIRC Staff and Councillors Third party support where required
Details/Requirement	Businesses form the basis of an economy and are fundamental for employment and economic activity. Businesses benefit from support and facilitation to ensure their long term success and sustainability. Norfolk Island has a high proportion of small businesses and also an entrepreneurial and innovative society. Grassroots facilitation will allow the community to harness this opportunity for an improved and sustainable economy.
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> Continued diversification of the Norfolk Island economy to enhance resilience and sustainability Healthy and viable small business sector Sustainability of employment Strengthening of the services provided to the Tourism sector
Implementation Actions	Continue agenda free support of Norfolk Island businesses Continue to support Norfolk Island businesses with an approach free from agenda. Support should be provided in confidence and an advocacy and / or 'business buddy' role can be played to support businesses in their challenges or obstacles.
	Facilitate local connections to local resources Activate local social infrastructure for people who would like to start or grow their business or for those looking for support in their business. Often resources can be found within the community for support with things like product / service development, marketing, financial management and legal advice. (Note: Social infrastructure may include groups such as Transition Towns, Chambers of Commerce, Tourism Associations / Advisory Groups or newly formed networks targeting business facilitation. Further, this should also include a growing knowledge / database of individuals with skills / products / services / knowledge able (and willing) to be connected with identified needs)
	Facilitate connections to off island resources Some businesses operating on Norfolk Island will benefit from connecting and / or partnering with resources off island. These can be resources who can directly support businesses with skills or advice or can form partnerships to sell, distribute, market their products / services.
NIRC Community Strategic Plan Objective References	5. Our Community is a great place to live and visit 6. Strong, diverse and vibrant business environment 7. A skilled and competitive workforce 8. Successful public private partnerships
NIRC Operational Plan References	5.1 Promote the community as the place to visit, live, work and invest 5.7 Deliver high quality tourism experiences

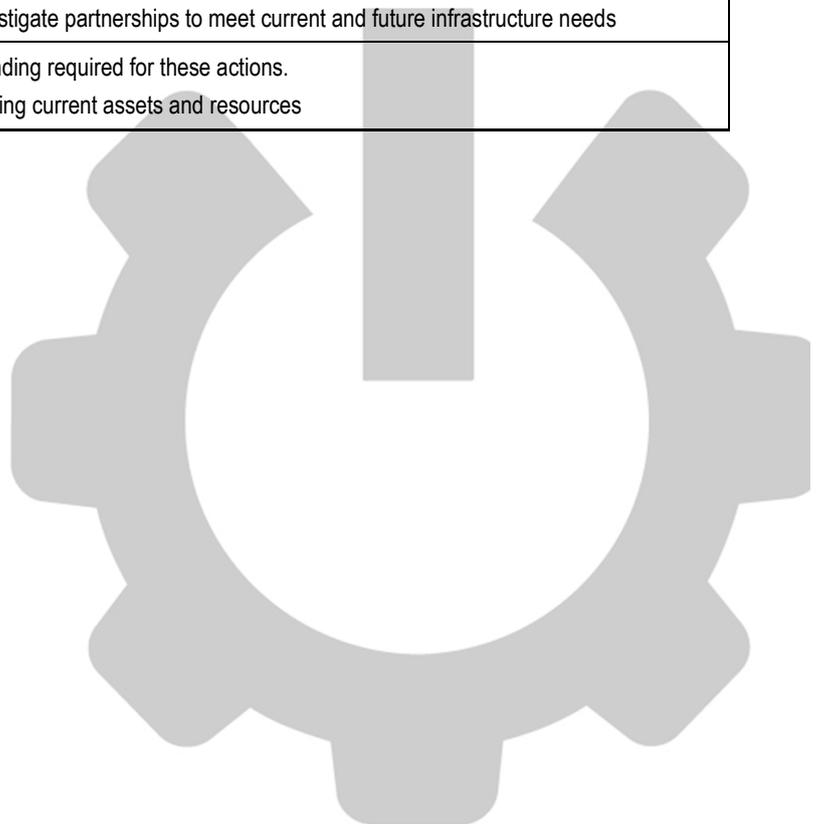
	<p>6.1 grow and diversify the economy including niche markets 6.2 Incentives for Business start-up 6.3 Reduction in business costs – greater efficiencies in business costs 7.1 Create employment opportunities 7.2 Create opportunities for skill development 8.1 Investigate partnerships to meet current and future infrastructure needs</p>
Funding	<p>Funding for the RDA officer has been approved for 3 years via Commonwealth Department of Infrastructure Regional Development and Cities NIRC Annual budget and economic development resources</p>



4.2 IP2 - Enabling Infrastructure and resources

Objective Item #	IP2 - Enabling infrastructure and resources
Priority	High
Responsibility	Norfolk Island Regional Council Commonwealth Department of Infrastructure Regional Development and Cities Regional Development Australia (RDA) – Mid North Coast
Resources	NIRC Staff RDA Officer UTC Third party support where required
Details/Requirement	There is a number of identified readily available infrastructure and resources that can be leveraged at little cost or effort to support economic development and the efforts of the private sector to build and grow their businesses. Some of these include land resources available to the NIRC and Commonwealth which may be made available to private enterprise and community initiatives, particularly in the instance where a new or innovative project is concerned.
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> Continued diversification of the Norfolk Island economy to enhance resilience and sustainability Incentivise new projects or new business start-ups by reducing risk and start-up costs Support businesses to market themselves Accessing new markets for tourism
Implementation Actions	<p>Identify available land and infrastructure resources Identify and catalogue land resources owned / controlled by the NIRC and Commonwealth, including land attributes and condition, which may be utilised by the private sector for commercial purposes, subsequently opening up additional revenue streams for NIRC (through leasing and offsetting of maintenance liabilities). This may include vacant land and also buildings / physical infrastructure.</p> <p>Facilitate access to land resources for private enterprise Through an expressions of interest or referral process by grass-roots business facilitation / RDA support, facilitate the access of private enterprise, which may include new business ventures, or can be used to attract desired businesses / industries / services to Norfolk Island.</p> <p>Open-source NIRC marketing collateral for private enterprise NIRC regularly procures and retains marketing material, including pictures, videos and stories for use in Norfolk Island destination marketing. We note that some of this is available through the tourism department; however there was a low awareness of this as well as a reluctance to ask for this material from business owners. Better and perhaps easier access to this marketing collateral will support businesses to market themselves, in particular to use this material to better undertake targeted marketing to niche tourism markets.</p> <p>Facilitation of social infrastructure connectivity Connectivity to local resources and networks can be incredibly powerful when starting or growing a business and any facilitation / support to improve this connectivity can be a significant enabler. From a public sector point of view, any support with regard to: Communication and facilitation of access, brokerage of information, feedback to community and businesses or general support of local networks (i.e Transitions towns group).</p>

NIRC Community Strategic Plan Objective References	<p>4. We work together to achieve our goals</p> <p>5. Our Community is a great place to live and visit</p> <p>6. Strong, diverse and vibrant business environment</p> <p>8. Successful public private partnerships</p>
NIRC Operational Plan References	<p>4.1 Encourage an informed community</p> <p>4.4 Build strong relationships and shared responsibilities</p> <p>4.5 Work in partnership to plan for the future</p> <p>5.1 Promote the community as the place to visit, live, work and invest</p> <p>5.3 Develop the facilities, resources, capacity and confidence to adapt to changing circumstances</p> <p>5.7 Deliver high quality tourism experiences</p> <p>6.1 grow and diversify the economy including niche markets</p> <p>6.2 Incentives for Business start-up</p> <p>6.3 Reduction in business costs – greater efficiencies in business costs</p> <p>7.1 Create employment opportunities</p> <p>8.1 Investigate partnerships to meet current and future infrastructure needs</p>
Funding	<p>Little funding required for these actions.</p> <p>Leveraging current assets and resources</p>



4.3 IP3 - University of Newcastle Sustainable Development Project

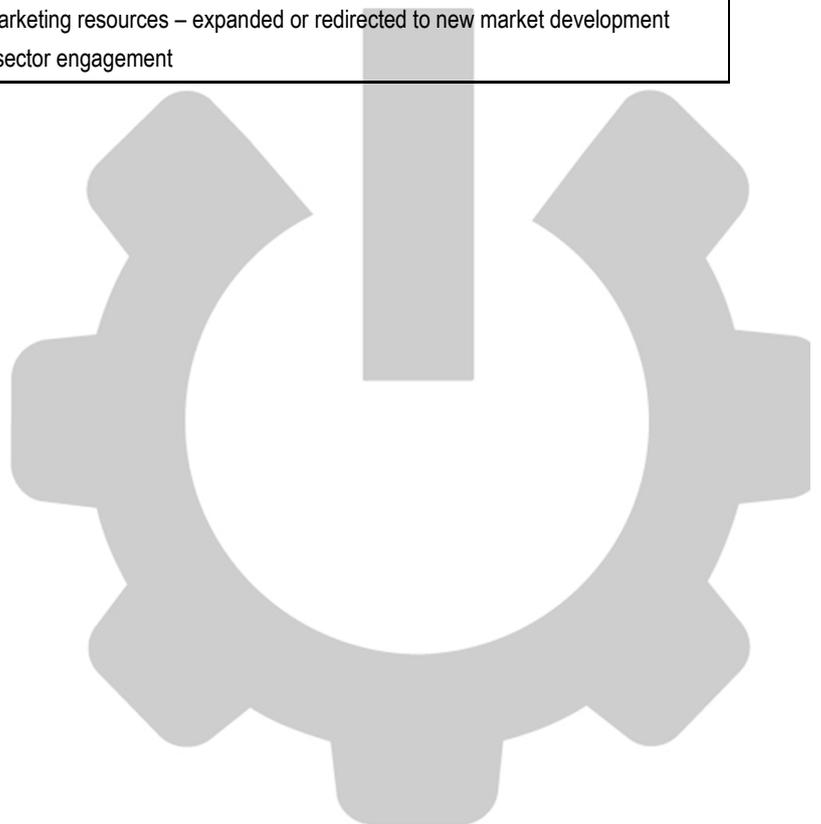
Objective Item #	IP3 - University of Newcastle Sustainable Development Project
Priority	High
Responsibility	Norfolk Island Regional Council Commonwealth Department of Infrastructure Regional Development and Cities Regional Development Australia (RDA) – Mid North Coast
Resources	NIRC – Councillors NIRC Staff University of Newcastle Third party support where required
Details/Requirement	Norfolk Island has a history of sustainable development and circular economy and as such has a timely opportunity to further these practices and establish Norfolk Island as an exemplar in Sustainable Development and circular economies, of which Australia and the world are searching for leading examples. A sustainable and circular economy makes perfect economic sense in a geographically isolated community, however also provides the added benefit of establishing a unique point of difference in the tourism sector and also a unique opportunity to develop skills, processes, models and systems which can be exportable to other islands, communities and townships throughout the world. Being an Island and having a constrained system allows for ideal research into these practices and systems. Pursuing a research project with the University of Newcastle's International Centre for Balanced Land Use will support the NIRC to address key operational issues in a sustainable and circular way, open access to world leading expertise and knowledge in these fields and also establish collateral and credibility as a sustainable and circular economy. A research project with the UoN on sustainable development and circular economies aligns with the Norfolk Island Community Strategic Plan's vision of being the "Best Small Island in the World"
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> • Support for NIRC to address key operational challenges in a sustainable and circular way • Position Norfolk Island as an exemplar community in Sustainable Development and Circular Economies • Create unique tourism and visitation offering • Create exportable skills, processes, models and systems
Implementation Actions	<p>Engage with the UON International Centre for Balanced Land use</p> <p>As facilitated by Hindle, engage with the University of Newcastle to explore opportunities to establish a research project in Sustainable Development and Circular Economies.</p> <p>Effectively scope a research project that can assist Norfolk Island in achieving its goals</p> <p>Work with the UON to effectively scope a research project that can assist Norfolk Island in achieving its goals, both in terms of dealing with key public sector operational challenges but also to support private sector engagement with such a project and available technologies, processes and models.</p>
NIRC Community Strategic Plan Objective References	<ol style="list-style-type: none"> 1. Use our resources wisely 2. Preserve a healthy environment 4. We work together to achieve our goals 5. Our community is a great place to live and visit 6. Strong, diverse and vibrant business environment

	<p>7. A skilled and competitive workforce</p> <p>8. Successful public private partnerships</p>
NIRC Operational Plan References	<p>1.3 Reduce, re-use and recover waste and end disposal of waste into the sea</p> <p>1.4 Plan for additional pressures on water resources, transport, utilities and telecommunications infrastructure</p> <p>1.5 Create a food secure community</p> <p>1.6 Create a water Secure Community</p> <p>1.7 Keep our waters around Norfolk Island sustainable for the enjoyment of future generations</p> <p>2.1 Retain open spaces and low density development</p> <p>2.2 Recognise growth of the population is linked to the long term environmental sustainability of the Norfolk Island Community</p> <p>4.1 Encourage an informed community</p> <p>4.3 Build on our sense of community</p> <p>4.4 Build strong relationships and shared responsibilities</p> <p>4.5 Work in partnership to plan for the future</p> <p>5.1 Promote the community as the place to visit, live, work and invest</p> <p>5.3 Develop the facilities, resources, capacity and confidence to adapt to changing circumstances</p> <p>5.7 Deliver high quality tourism experiences</p> <p>6.1 Grow and diversify the economy including niche markets</p> <p>7.1 Create employment opportunities</p> <p>7.2 Create opportunities for skill development</p> <p>8.1 Investigate partnerships to meet current and future infrastructure needs</p>
Funding	<p>Research funding available in areas of Sustainable Development and Circular economies</p> <p>Joint funding applications between NIRC and UON for research funding</p> <p>Funding through government bodies and International Development organisations</p>

4.4 IP4 - Access to new tourism markets

Objective Item #	IP4 – Access to new tourism markets
Priority	High
Responsibility	Norfolk Island Regional Council Commonwealth Department of Infrastructure Regional Development and Cities Regional Development Australia (RDA) – Mid North Coast
Resources	NIRC Staff RDA Officer NI Private Sector UTC Australian Border Force - Department of Immigration and Border Protection Third party support where required
Details/Requirement	Currently Norfolk Island has direct access to tourism markets serviced by the Sydney, Brisbane and Auckland international airports (should a replacement airline be secured in 2018 for Auckland) which also service competition tourism destinations including much of the Pacific and South East Asia, many of whom provide developed tourism products to a range of tourism demographics and can also leverage currency exchange to provide value for money to tourists. There is the opportunity to open up access to new markets, in particular, regional markets in Australia, and possibly New Zealand, including those that do not service competition destinations. This includes identified markets of Newcastle, Toowoomba and Port Macquarie.
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> • Growth in Norfolk Island tourism sector • Diversification and resilience in the tourism sector • Access to currently un-serviced high-value tourism markets • Strengthening of the current tourism demographic (aged travellers) from regional retirement centres (Hunter Valley, Port Macquarie)
Implementation Actions	<p>Detailed data collection and collation of passenger data to build baseline case for new route development</p> <p>A coordinated approach to collection of detailed passenger data in conjunction with Australian Border Force, Norfolk Island Airport, NIRC Tourism and the private sector. Ongoing collection and collation of this detailed tourism data will help NIRC Airport and interested airlines to build a business case for new route development.</p> <p>Incentivise new route development through airport fee adjustments</p> <p>As we understand, there is a current proposal for legislation to allow NIRC to set and adjust airport fees and charges. Pending this legal change, adjustment of airport fees can be used as an incentive to both secure a new route and also develop a new market. Adjustment to airport fees will allow new Airlines to:</p> <ul style="list-style-type: none"> • Reduce risk of establishing new route • Offset new route development costs • Allow airlines to offer discounted flights to develop new market demand <p>NIRC Airport to engage with airlines to explore new route development</p> <p>NIRC Airport team are well positioned to directly engage with the airlines servicing desired new markets (Newcastle, Port Macquarie, Toowoomba) as well as the airport operators in these locations who have vested interests in generating more flights in and out of their airports, particularly in the case of Newcastle and Toowoomba (Wellcamp) who are privately operated. Collectively, NIRC Airport team, market Airport operators and Airlines can engage to explore new route development and further conversations undertaken by Hindle during the course of the project.</p>

	<p>Consideration of scheduled charter flights to demonstrate route viability</p> <p>Scheduled charter flights arranged by the Norfolk Island private sector and NIRC team including airport, tourism and marketing can be used to develop a new market, collect market data and demonstrate route viability to airline operators.</p>
<p>NIRC Community Strategic Plan Objective References</p>	<p>4. We work together to achieve our goals</p> <p>5. Our Community is a great place to live and visit</p> <p>6. Strong, diverse and vibrant business environment</p> <p>8. Successful public private partnerships</p>
<p>NIRC Operational Plan References</p>	<p>4.4 Build strong relationships and shared responsibilities</p> <p>4.5 Work in partnership to plan for the future</p> <p>5.1 Promote the community as the place to visit, live, work and invest</p> <p>5.3 Develop the facilities, resources, capacity and confidence to adapt to changing circumstances</p> <p>5.7 Deliver high quality tourism experiences</p> <p>6.1 grow and diversify the economy including niche markets</p> <p>8.1 Investigate partnerships to meet current and future infrastructure needs</p>
<p>Funding</p>	<p>NIRC Marketing resources – expanded or redirected to new market development</p> <p>Private sector engagement</p>



4.5 IP5 - Alignment of Norfolk Island value proposition, markets and marketing

Objective Item #	IP5 – Alignment of Norfolk Island value proposition, markets and marketing
Priority	High
Responsibility	Norfolk Island Regional Council Regional Development Australia (RDA) – Mid North Coast
Resources	NIRC Staff RDA Officer UTC Private sector and community groups – i.e Transitions Towns
Details/Requirement	Norfolk Island has a unique value proposition as a tourism destination and location to visit and explore. The value proposition to tourism and visitors has changed in recent years and there is an opportunity now to better define this value proposition, the Norfolk Island brand, define the 'product-market fit and who / what is the Norfolk Island market. Marketing in general, is the action taken to engage the product with the market and thus needs to be aligned with the defined brand and product as well as the identified market.
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> • Growth in Norfolk Island tourism sector • Diversification and resilience in the tourism sector • Niche market development • Attract high value tourism • Healthy and viable small business sector • Maximise return on investment in marketing and advertising
Implementation Actions	<p>Collectively define Norfolk Island's tourism value proposition and products Defining Norfolk Island's products and value proposition is important so that these can be leveraged in marketing activities. In order to directly target a market, there needs to be an understanding of what is on offer for this market and why that market should 'buy into' Norfolk island as a place to visit. This is also the opportunity to better define Norfolk Island's brand as far deeper than a relaxing holiday destination which sets it against much of the Pacific and South East Asia. Collectively defining this may include a series of workshops with stakeholders and tourism service providers on the island as well as third party resources including marketing contractors.</p> <p>Collectively identify Norfolk Island's market and product-market fit Once the Norfolk Island's product/s and value proposition/s have been defined, identifying who / what is the market for these products and offerings and how do the products fit the market. Understanding who the market is and how does the product fit the market is critical in being able to undertake effective marketing activities and undertake targeted marketing direct to customers / tourist who are likely to visit Norfolk Island</p> <p>Alignment of marketing activities with the Norfolk Island's product and market Once the value proposition and products have been clearly defined, and the market and product-market fit identified, alignment of marketing activities can occur. Marketing activities should be targeted and aligned with the desired audience and where / how they are likely to engage with marketing material / advertising.</p>
NIRC Community Strategic Plan Objective References	<p>3. Cultural expression is maintained and built heritage is protected</p> <p>4. We work together to achieve our goals</p> <p>5. Our Community is a great place to live and visit</p> <p>6. Strong, diverse and vibrant business environment</p>

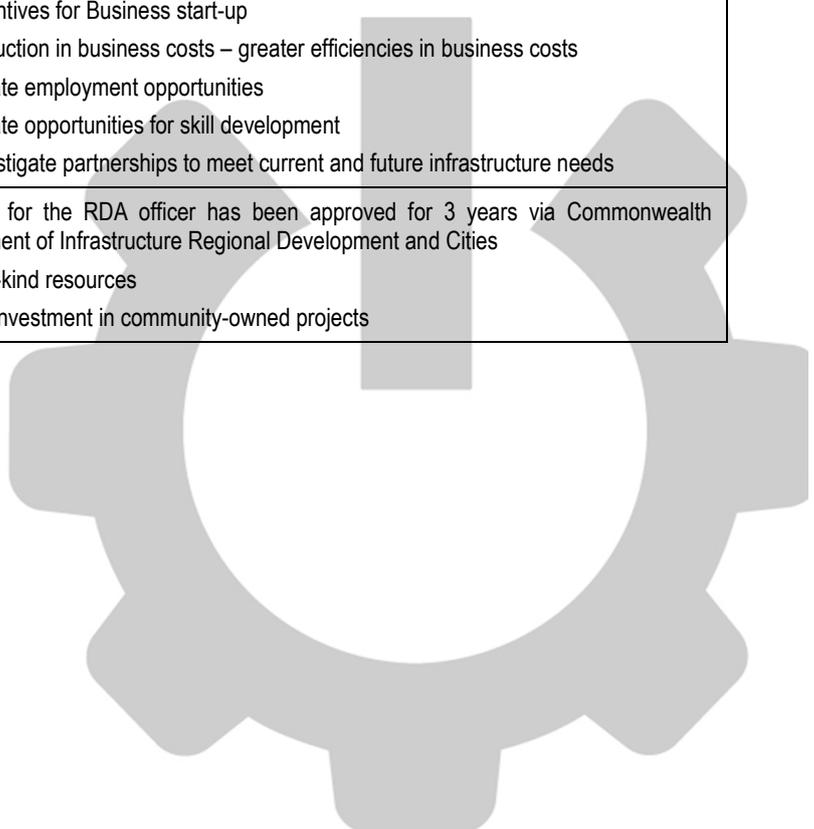
<p>NIRC Operational Plan References</p>	<p>3.7 Protect and maintain heritage sites for the enjoyment of residents and visitors, now and in the future</p> <p>4.5 Work in partnership to plan for the future</p> <p>5.1 Promote the community as the place to visit, live, work and invest</p> <p>5.3 Develop the facilities, resources, capacity and confidence to adapt to changing circumstances</p> <p>5.7 Deliver high quality tourism experiences</p> <p>6.1 grow and diversify the economy including niche markets</p>
<p>Funding</p>	<p>NIRC Marketing resources – expanded or redirected to new market development</p> <p>Private sector engagement</p>



4.6 IP6 - Support of community and cooperative ownership models

Objective Item #	IP6 – Support of community and cooperative ownership models
Priority	High
Responsibility	Regional Development Australia (RDA) – Mid North Coast Private Developer of medicinal cannabis project Norfolk Island Regional Council Commonwealth Department of Infrastructure Regional Development and Cities
Resources	RDA Officer NIRC Staff University of Newcastle Third party support where required – e.g. agworks.com.au (through RDA) Private developer(s) Local network, industry and expertise
Details/Requirement	<p>Hindle has held discussions with numerous individuals/groups pertaining to the desire for a medicinal cannabis project on the Island. Arising from these discussions it has been identified that a Community Ownership structure for such a project may provide a suitable model for development. Such a model would not only assist in raising capital but would also enable a spread of economic benefits to locals unable to participate through employment, provision of services or leasing of land. NIRC may also participate in such a model through low-cost leasing of public land, establishing favourable policy settings and through advocacy with approval authorities and offshore markets.</p> <p>A Community-ownership model presents an applicable model for development not only for a medicinal cannabis project but across a broader range of existing projects/enterprises on Norfolk Island and future opportunities. Such an approach would represent a unique opportunity for residents and the NIRC to participate and benefit from new enterprise development and (potentially) existing businesses and services. The model is also very much aligned with Norfolk’s vision to become a global example of sustainable development, community-led development and “the best small island in the world”.</p> <p>The local demand for a medicinal cannabis project along with the presence of a willing private developer (who is supportive of a community-owned model) presents an existing opportunity for the island to commence the process of establishing a local cooperative. Should there be appetite to exploit other identified opportunities these could also commence and run concurrently.</p>
Intended Implementation Outcome/s	<p>Intended Implementation Outcomes include:</p> <ul style="list-style-type: none"> • Establishment of medicinal cannabis project on Norfolk Island • Development of cooperative model to enable growth, development and improved cooperation within existing sectors • Enhanced ability for Norfolk Island community to participate and benefit from new enterprise development • Enhanced ability to raise capital / attract investment • Sustainability of employment • Continued diversification of the Norfolk Island economy to enhance resilience and sustainability
Implementation Actions	<p>Continue to work with Private Developer towards establishment of Medicinal Cannabis project</p> <p>A process has commenced to identify a suitable piece of land on Norfolk suited to development of the project – this should continue</p>

	<p>Designing appropriate and replicable community ownership model Working group to be established (with relevant expertise – RDA, NIRC, UoN, private developer, local expertise) tasked with developing appropriate structure and governance model capable of enabling local participation in identified projects. The Medicinal Cannabis project to be initial case.</p> <p>Identify other opportunities for a community ownership approach with NIRC and local industry sectors This process should run concurrently with the action above, enabling timely uptake / development of identified opportunities.</p>
<p>NIRC Community Strategic Plan Objective References</p>	<p>1. Use and manage our Resources wisely 4. We work together to achieve our goals 6. Strong, diverse and vibrant business environment 8. Successful public private partnerships</p>
<p>NIRC Operational Plan References</p>	<p>4.5 Work in partnership to plan for the future 5.1 Promote the community as the place to visit, live, work and invest 6.1 grow and diversify the economy including niche markets 6.2 Incentives for Business start-up 6.3 Reduction in business costs – greater efficiencies in business costs 7.1 Create employment opportunities 7.2 Create opportunities for skill development 8.1 Investigate partnerships to meet current and future infrastructure needs</p>
<p>Funding</p>	<p>Funding for the RDA officer has been approved for 3 years via Commonwealth Department of Infrastructure Regional Development and Cities NIRC in-kind resources Private investment in community-owned projects</p>



4.7 IP7 - Support of community and business training and development

Objective Item #	IP7 – Support of community and business training and development
Priority	High
Responsibility	Norfolk Island Regional Council Commonwealth Department of Infrastructure Regional Development and Cities Regional Development Australia (RDA) – Mid North Coast Norfolk Island Chamber of Commerce
Resources	RDA Officer Third party support where required
Details/Requirement	The Norfolk Island business community and those looking to start a new business would benefit from ongoing support through targeted training and development, workshops and knowledge transfer. These should be aimed at improving business products and services to the expectation of customers, training in marketing and market access, management of finances and tax, introduction to technologies and platforms that enable business including social media platforms, open source knowledge trading (freelancer, fiverr, 99 designs), new models for retail (drop shipping, freight forwarding, ecommerce etc), that can enable business, particularly in an isolated community such as Norfolk Island.
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> Continued diversification of the Norfolk Island economy to enhance resilience and sustainability Healthy and viable small business sector Sustainability of employment Strengthening of the services provided to the tourism sector Access new models of business and remote working opportunities Reducing dependence on NIRC destination marketing and third party wholesale marketing
Implementation Actions	Explore avenues for NIRC support of training and development Explore avenues for the NIRC to support training and development workshops through funding support, facilitation / organising training and development activities, partnering with community vehicles (such as the Chamber of Commerce, Accommodation and Tourism Association) to facilitate training and development activities or by being the grant applicant for available grants to deliver training and development activities.
	Engage with local resources able to provide training and development In most cases there is likely to be knowledge holders or content experts within the community who may be able to share their knowledge through a training and development activity. Such resources can be encouraged or incentivised to share their knowledge / experience through the delivery of a workshop or component of a workshop or through informal activities.
	Facilitate third party providers to undertake training and development Where there are not knowledge holders or content experts in a particular field available locally or willing to deliver training and development activities then third party providers, off-island can be engaged to deliver specific activities. This can be delivered on the island or via video conferencing or a streaming service if there is acceptance from the business community to engage this way.
NIRC Community Strategic Plan Objective References	4. We work together to achieve our goals 5. Our Community is a great place to live and visit 6. Strong, diverse and vibrant business environment

	<p>7. A skilled and competitive workforce</p> <p>8. Successful public private partnerships</p>
NIRC Operational Plan References	<p>4.1 Encourage an informed community</p> <p>4.4 Build strong relationships and shared responsibilities</p> <p>4.5 Work in partnership to plan for the future</p> <p>5.1 Promote the community as the place to visit, live, work and invest</p> <p>5.3 Develop the facilities, resources, capacity and confidence to adapt to changing circumstances</p> <p>5.4 Equality of access to services, social support, including health, education, child care, cultural, transport and recreational facilities</p> <p>5.7 Deliver high quality tourism experiences</p> <p>6.1 Grow and diversify the economy including niche markets</p> <p>6.2 Incentives for Business start-up</p> <p>6.3 Reduction in business costs – greater efficiencies in business costs</p> <p>7.1 Create employment opportunities</p> <p>7.2 Create opportunities for skill development</p> <p>8.1 Investigate partnerships to meet current and future infrastructure needs</p>
Funding	<p>Funding for the RDA officer has been approved for 3 years via Commonwealth Department of Infrastructure Regional Development and Cities</p> <p>NIRC or community organisations (eg. Chamber of Commerce) as grant applicant for government grants to undertake training and development</p>



4.8 IP8 - Support for Norfolk Island youth in business, entrepreneurship and innovation

Objective Item #	IP8 – Support for Norfolk Island youth in business, entrepreneurship and innovation
Priority	High
Responsibility	Regional Development Australia (RDA) – Mid North Coast Norfolk Island Central School Norfolk Island Regional Council Commonwealth Department of Infrastructure Regional Development and Cities
Resources	RDA Officer Norfolk Island Central School - staff NIRC Staff Local network of support Third party support where required
Details/Requirement	Local youth and young adults often leave Norfolk Island for tertiary education and career development resulting in a skewed demography and reduced entrepreneurial energy. There exists an opportunity to work closely with the youth and Norfolk Island Central School to develop business skills and harness entrepreneurial energy to support local businesses, design innovative ways to solve local issues along with driving new enterprise from local youth. Hindle identified an opportunity for a school-based project / social enterprise to be developed utilising excess local avocados, producing products able to be sold at local markets / retail outlets to tourists and locals. Revenue generated could be utilised to invest in other school-based business opportunities, an entrepreneurs' competition or to offset costs associated with off-island excursions for Norfolk families. This project could also be implemented in conjunction with the development of a Norfolk brand and holds potential for extension to value-adding to other excess local fruit and vegetable production.
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> Continued diversification of the Norfolk Island economy to enhance resilience and sustainability Provide practical experience and education on starting and operating a business Develop understanding and experience in the different skilled roles required in a business Demonstrate locally driven innovation Retention of youth of Norfolk Island Skilling of Norfolk Island youth can work with and find employment with other businesses on Norfolk Island
Implementation Actions	<p>Engage with Norfolk Island Central School towards designing program For such an approach to be successful this would need to have the full support, resource commitment and leadership of Norfolk Island Central School.</p> <p>Design and implement entrepreneurship training course Whilst such a course may be available off-the-shelf (e.g. http://3daystartup.org/project/high-school-programs/) it is critical that any program is practically focussed towards establishment of school-based business / social enterprise and student-owned enterprises.</p>

	<p>Investigate social enterprise opportunities and establish appropriate structure for implementation</p> <p>Whilst the opportunity to utilise excess avocado has been mentioned here it is important to examine the feasibility of any such proposal including set-up costs, availability of resources (avocadoes and other necessary products), resource requirements (volumes), and market demand. Any such study may identify a more readily available / exploitable opportunity.</p> <p>The appropriate business structure would also need to be established to enable enterprise development.</p> <p>Investigate opportunity to establish an entrepreneurship school-based competition</p> <p>Such a competition could attract local / other funding for prizes but also towards the commercialisation of winning concepts. As a starting point school students could be presented with a list of local issues that require solving / improvement, form teams and work towards developing solutions / businesses in response to these issues, enabling them to get involved in solving local problems and in-turn improving local skill capacity and diversifying the economy.</p> <p>Winning ideas could be funded (locally or through sponsorship and / or direct investment) through to establishment and commercialisation.</p> <p>Also an opportunity to submit project to other off-island contests such as https://www.entrepreneurship-campus.org/</p>
<p>NIRC Community Strategic Plan Objective References</p>	<ol style="list-style-type: none"> 1. Use and manage our Resources wisely 2. Preserve a healthy environment 4. We work together to achieve our goals 5. Our Community is a great place to live and visit 6. Strong, diverse and vibrant business environment 7. A skilled and competitive workforce 8. Successful public private partnerships
<p>NIRC Operational Plan References</p>	<ol style="list-style-type: none"> 1.5 Create a food secure community 4.3 Build on our sense of community 4.5 Work in partnership to plan for the future 5.1 Promote the community as the place to visit, live, work and invest 6.1 Grow and diversify the economy including niche markets 6.2 Incentives for Business start-up 7.1 Create employment opportunities 7.2 Create opportunities for skill development 8.1 Investigate partnerships to meet current and future infrastructure needs 9.4 Increased stakeholder participation in decision-making 11.4 Support and foster active, healthy, informed and empowered youth
<p>Funding</p>	<p>Funding for the RDA officer has been approved for 3 years via Commonwealth Department of Infrastructure Regional Development and Cities</p> <p>NIRC Community Donations Program</p> <p>Norfolk Island Central School funding</p> <p>Private donors / Sponsors / investors</p>

4.9 IP9 - Unlocking of the Kingston Arthur Vale Heritage Area (KAVHA) as tourism infrastructure

Objective Item #	IP9 – Unlocking of the Kingston Arthur Vale Heritage Area (KAVHA) as tourism infrastructure
Priority	High
Responsibility	Commonwealth Department of Infrastructure Regional Development and Cities Regional Development Australia (RDA) – Mid North Coast Norfolk Island Regional Council - Advocacy
Resources	Commonwealth Department of Infrastructure Regional Development KAVHA Advisory Committee RDA Officer Commonwealth Heritage Authority Third party support where required
Details/Requirement	The KAVHA site represents overall a significant piece of tourism infrastructure for the Norfolk Island tourism economy. This infrastructure serves as the host of many heritage activities and tourism businesses as well as the Norfolk Island Golf Club, a high potential tourism asset. We see the potential in unlocking the infrastructure to make improved use of the site as tourism infrastructure and assist in developing the tourism economy further. Government inherently is limited in its ability and capacity to start or operate tourism products or experiences from the KAVHA site and as such we believe a suitable model could be explored for KAVHA, whereby the Commonwealth government and NIRC can work with private enterprise to operate KAVHA sites and facilities, thus improving tourism offerings for the site, unlocking potential revenue for the KAVHA site’s maintenance and upkeep and unlocking the potential for increased high value tourist attraction.
Intended Implementation Outcome/s	Intended Implementation Outcomes include: <ul style="list-style-type: none"> • Improved use of KAVHA as a piece of tourism infrastructure • New enterprise development and / or strengthening of existing businesses • Attraction of more diverse tourist demographic • Revenue generation for KAVHA maintenance and improvements • Strengthening of the services provided to the Tourism sector
Implementation Actions	<p>NIRC to advocate for use of KAVHA as tourism infrastructure</p> <p>While NIRC do not have a direct accountability for the KAVHA site, the site and associated World Heritage Area represent a significant opportunity for economic development and further development of the tourism sector. The NIRC can advocate and lobby for improved use of the site and where applicable broker / facilitate engagement with the KAVHA Advisory committee and Heritage Regulator for private sector engagement with the site.</p> <p>KAVHA Advisory Committee and Heritage regulator to review Hindle discussion paper towards design / approval of approach</p> <p>It is of critical importance than any approach would be enacted under strict governance guidelines that included a rigorous application / tendering process that placed emphasis on maintaining the culture / world heritage requirements of the KAVHA site. Ideally any private enterprise would be seen as complimentary and even an extension of the current culture and heritage of the site.</p> <p>Identify KAVHA site to pilot partnership with private enterprise</p> <p>KAVHA represents an exciting opportunity for private enterprise as a variety of businesses and tourism focussed enterprises can be operated from the KAVHA sites. Some obvious opportunities exist that complement the existing operations in KAVHA;</p>

	<p>for example: improved facilities for golf tourism. There are a number of private enterprise opportunities which could access high value tourism markets and may in turn be able to service a commercial lease of the KAVHA Assets.</p>
	<p>Implement and trial pilot partnership with a view to developing a mechanism for private sector to engage with KAVHA Site</p> <p>Following identification of a suitable site and private enterprise project, implement and trial a pilot partnership that will generate learnings and process requirements for a model and mechanism for private enterprise to engage with the KAVHA site for tourism and related products and experiences</p>
<p>NIRC Community Strategic Plan Objective References</p>	<p>3. Cultural expression is maintained and built heritage is protected. 4. We work together to achieve our goals 5. Our Community is a great place to live and visit 6. Strong, diverse and vibrant business environment 8. Successful public private partnerships</p>
<p>NIRC Operational Plan References</p>	<p>3.6 Recognise and protect the contribution of built heritage to local identity and economy 3.7 Protect and maintain heritage sites for the enjoyment of residents and visitors, now and into the future 5.7 Deliver high quality tourism experiences 6.1 Grow and diversify the economy including niche markets 6.2 Incentives for Business start-up 6.3 Reduction in business costs – greater efficiencies in business costs 7.1 Create employment opportunities 7.2 Create opportunities for skill development</p>
<p>Funding</p>	<p>Funding for the RDA officer has been approved for 3 years via Commonwealth Department of Infrastructure Regional Development and Cities Commonwealth Heritage Authority and Commonwealth Industry and Development Grants (Renovations / upgrades) Private investment</p>