

# Norfolk Island Regional Council

Norfolk Island Regional Council Offices  
Kingston  
Norfolk Island 2899  
Telephone: +6723 22001

## Extraordinary Council Meeting Wednesday 28 September 2016

---

Dear Councillor,

Notice is hereby given pursuant to the NSW Local Government Act 1993 (s367) that an **Extraordinary Council Meeting** will be held in the Norfolk Island Regional Council Chambers on **Wednesday 28 September 2016** commencing at **2.00 pm**.

### Order of Business

1. Welcome
2. Statement of Respect

*The Norfolk Island Regional Council promotes a climate of respect for all. We will endeavour to inspire in our community shared civic pride by valuing and protecting our unique culture and environment, both natural and built, for the current and future generations. We, the elected members and staff of the Norfolk Island Regional Council undertake to act with honesty and integrity, to conduct ourselves in a way that engenders trust and confidence in the decisions we make, and the actions we take on behalf of the Norfolk Island community. We acknowledge the Norfolk Island people, the traditional custodians of this Island*

3. Apologies
4. Disclosures of Interest
5. Reports from Officers
6. Confidential Matters for Consideration

Close of Meeting

Lotta Jackson  
**GENERAL MANAGER**

# AGENDA

1. Welcome
2. Statement of Respect
3. Apologies
4. Disclosures of Interest
5. Reports from Officers

Page:

(ITEM: GM33/16) SENIOR STAFF STRUCTURE

3

(ITEM: GM34/16) OPERATIONAL PLAN 2016-2017

7

6. Confidential Matters for Consideration

(CONFIDENTIAL ITEM GS 05/16) OPTIONS FOR FUNDING HAWAIKI CABLE

This item is placed within the confidential part of the agenda in accordance with section 10A (2) (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business, (d) commercial information of a confidential nature that would, if disclosed: (i) prejudice the commercial position of the person who supplied it, or (ii) confer a commercial advantage on a competitor of the council, or (iii) reveal a trade secret.

Close of meeting

## (ITEM: GM33/16) SENIOR STAFF STRUCTURE

**REPORT BY:** Lotta Jackson, General Manager

### **SUMMARY:**

The purpose of this report is for Council to adopt the organisational structure with the creation of an Executive Manager Governance and Human Resources; and an Economic Development Co-ordinator.

### **BACKGROUND:**

Council resolved (45/16) at the Extraordinary meeting held on 14 September 2016, the following:

- (1) *That Council makes the Group Manager Governance position obsolete;*
- (2) *That Council defers the new appointments (Economic Development Coordinator and Executive Manager Governance and Human Resources) until the General Manager can provide up to date staffing costs for the various areas within the Norfolk Island Regional Council.*

### **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND RESOURCING STRATEGY:**

The proposed recommendations to changes within the structure align with the draft Strategic Plan which has a strong focus on Economic Development and Tourism.

### **DISCUSSION:**

Please see current budgeted staffing costs for each area as follows:

<b>Cost Centre</b>	<b>Description</b>	<b>Entity (Group)</b>	<b>Employee costs</b>
101	Regional Council	GM	\$0
102	Office of the General Manager	GM	\$1,058,115
104	Risk & Internal Audit	GM	\$76,237
105	Governance Management	GM	\$374,318
107	Economic Development	GM	\$0
114	Legal Services	GM	\$0
117	Records Management	GM	\$17,626
122	Human Resources	GM	\$200,144
200	Library	GM	\$22,073
225	Tourism Bureau	GM	\$207,966
503	Broadcasting	GM	\$142,213
754	Heritage Management (Museum)	GM	\$288,672
110	Finance	Corporate	\$313,210
115	Customer Care	Corporate	\$308,278
120	ICT	Corporate	\$192,506
135	Commercial Management	Corporate	\$246,891
140	General Rates & Grants Income	Corporate	\$0
144	Legacy Operations	Corporate	\$87,912
145	Payroll Accruals & Clearing?	Corporate	\$0
180	Registry, Courts & Lands	Corporate	\$23,545
112	Works Store	Services	\$46,213
150	Public Health & Safety	Services	\$0
243	Cemetery Maintenance	Services	\$38,935

250	Environment Parks and Reserves	Services	\$5,277
260	Tanalith	Services	\$17,944
270	Building & Grounds Maintenance	Services	\$317,210
274	Works Depot	Services	\$103,079
275	Fleet Management & Logistics	Services	\$243,346
300	Liquor Bond	Services	\$243,617
306	Services Management	Services	\$445,993
310	Building & Development Control	Services	\$0
312	Council & Community Housing	Services	\$0
315	Facilities Management	Services	\$0
330	Norfolk Energy	Services	\$1,000
340	Roads Maintenance	Services	\$384,617
402	Electricity	Services	\$374,637
500	Telecom	Services	\$308,931
550	Lighterage & Ports Management	Services	-\$0
608	N.I. Fire Service-Community Safety	Services	\$994
609	Aviation Rescue & Fire Fighting	Services	\$191,465
615	Airport Management	Services	\$215,249
650	Sewerage Management	Services	\$81,121
655	Waste Management	Services	\$241,755
920	Cascade Supply of Rock	Services	\$25,072
	<b>NIRC only</b>		<b>\$6,846,160</b>

805	Education	Commonwealth	\$315,187
806	Policing, Courts and Legal Services	Commonwealth	\$256,250
807	Tribunals/Boards/ Statutory Appointments	Commonwealth	\$10,250
808	Child Welfare	Commonwealth	\$35,801
809	Registry, Licensing and Regulatory	Commonwealth	\$205,000
810	Emergency Services	Commonwealth	\$158,875
811	KAVHA	Commonwealth	\$400,000
812	Office of the Administrator	Commonwealth	\$51,250
813	Gaming (inc Tattersalls Commissions)	Commonwealth	\$262,913
814	Pest and Noxious Weed Control	Commonwealth	\$51,250
815	Workers Compensation	Commonwealth	\$47,650
816	Ports Management	Commonwealth	\$235,750
817	Record Keeping	Commonwealth	\$10,250
818	Spatial Policy and Planning	Commonwealth	\$0
819	ICT Support	Commonwealth	\$25,625
820	Pensioner Rates Rebates	Commonwealth	\$0
<b>Commonwealth Funded State Services (CFSS)</b>			<b>\$2,066,051</b>

	<b>NIRC TOTAL</b>		<b>\$8,912,211</b>
--	-------------------	--	--------------------

**Notes:**

- 1.Item 102 Office of the General Manager include vacant positions and allowance for salary adjustments following the Enterprise Bargaining Agreement.
2. Item 122 Human Resources includes staff training and recruitment/removal budgets.

Instead of the previous senior staff position titled Group Manager Governance, it is recommended to have two (2) new positions reporting directly to the General Manager covering the functions currently sitting within the Governance area and add the function of Human Resources.

The proposed positions are (also see attachment 1):

- **Economic Development Coordinator** covering the functions of Tourism: Marketing, Product Development, Visitor Information Centre, Museums and Library; and
- **Executive Manager Governance and Human Resources** covering the functions of Reform Management, Integrated and Corporate Planning, Risk and Internal Audit, Governance, Human Resources, Records and Legal Court Support.

The rationale for these two (2) positions are as follows:

#### **Economic Development Co-ordinator**

Council advertised for an Economic Development Officer without success. It is a critical position for Council as identified in the draft Community Strategic Plan with many of the strategic areas involving Economic Development. It is proposed that this position will be remunerated for a maximum of \$75,000 per annum, plus 5.5% superannuation, as it will be classified as a Coordinator.

#### **Executive Manager Governance and Human Resources**

The Executive Manager Governance and Human Resources will ensure that the operation of Council and General Manager has direct assistance with governance as well as human resources and industrial advice. Currently Council does not have a dedicated Manager for Human Resources.

This has been identified as a gap with Council entering into Enterprise Bargaining and the development of a new salary system. This position is recommended to be remunerated at a maximum of \$130,000 per annum plus 5.5% superannuation, recognising that it is an Executive Manager's position. This position would be part of the Executive team comprising the Group Managers and the General Manager.

Alternatively, to the above recommended positions, Council could revert back to the position of Group Manager Governance as a senior position appointed within the *NSW (NI) Local Government Act 1993* with the minimum salary of \$178,850 per annum including 1% superannuation.

#### **GOVERNANCE/POLICY IMPLICATIONS:**

The senior management team has been consulted on the recommendation.

**LEGAL IMPLICATIONS:** Nil

**ENVIRONMENTAL IMPLICATIONS:** Nil

**SOCIAL IMPLICATIONS:** Nil

#### **FINANCIAL IMPLICATIONS:**

The budget for these positions are already covered within the draft Budget for 2016/17 where originally \$55,000 was budgeted for the Economic Development Officer and \$180,000 for the Group Manager Governance. It is anticipated that a small saving will be made if Council adopts the

proposed new structure. (\$235,000 vs \$216,275 being the proposed \$205,000 plus 5.5% superannuation of \$11,275).

**CONCLUSION:**

With the Group Manager Governance position being made obsolete, the General Manager recommends to commence recruitment immediately for the two (2) new positions, with one area focusing on Economic Development and Tourism, and the other on the Executive Management of Governance and Human Resources. Council has been provided with the budget for staff costs across the various areas as per resolution 45/16 to enable this to occur.

**RECOMMENDATION:**

- (1) That Council adopts the new positions titled Economic Development Coordinator and Executive Manager Governance and Human Resources as discussed within this report.
- (2) That the General Manger commence recruitment as soon as possible due to the importance of both these positions and the functions they are responsible for.

**Attachment 1:** Organisational Chart - Governance

## **(ITEM: GM 34/16) OPERATIONAL PLAN 2016/17**

**REPORT BY:** Lotta Jackson, General Manager, John Van Gaalen, Group Manager Commercial Hub; Bruce Taylor, Group Manager Services

### **SUMMARY:**

The purpose of this report is for Council to adopt of the Operational Plan 2016/17 which includes the activities, rates, fees and charges and budget for the financial year 2016/17.

### **BACKGROUND:**

The first draft Operational Plan 2016/17 (the Plan) was developed by the former Administration of Norfolk Island. It was placed on public exhibition and has now been revised by the new Norfolk Island Regional Council to be in line with the 3<sup>rd</sup> draft of the Norfolk Island Community Strategic Plan 2016-2026.

Council resolved to place the Operational Plan activities, rating model, budget, fees and charges on public exhibition for the required 28 days (resolutions 17/16, 18/16, 23/16, 34/16).

The closing date for the last documents on public exhibition (activities and the fees and charges) was 15 September 2016, and submissions from the community have been factored into the final draft of the Operational Plan 2016/17.

### **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND RESOURCING STRATEGY:**

This item aligns with the draft Community Strategic Plan's Governance Strategy 6: An Informed and Accountable Community.

### **DISCUSSION:**

The Plan includes actions to complete the transition from the Administration of Norfolk Island to the Norfolk Island Regional Council and actions that continue with reform and continuous improvement. Governance, policy review and development, and the development and implementation of the new business software are critical in the progress to a new organisation.

Further the Operational Plan 2016/17 identifies a significant body of work to be achieved in the first part of the year. The development of the Resourcing Strategy needs to be adopted by Council in December at the latest to meet the deadline of 1 January 2017. The Resourcing Strategy consists of the Long Term Financial Plan (10 years); Asset Management Plans (10 years); the Delivery Program (4 years) and the Work-force Plan (4 years).

The draft Plan recognises that more work is required to deliver optimal outcomes for electricity, telecom and other retail activities, to ensure that infrastructure delivers optimal service and value for money. Support for economic development and tourism is also included.

The key aims are to achieve financial sustainability over time and proper management of waste and assets. The key project this year will be Waste Management and the minimisation of waste by all. The community will be required to actively participate and take responsibility for waste.

## OPERATIONAL ACTIVITIES

A total of two (2) submissions (Attachment 4) were received, one (1) from the community and one (1) from Councillor McCoy, was received in relation to the activities in the Plan.

No	Date received	Submission content	Comments
1	24 August	Lack of adequate child care facilities for children aged 0-3; lack of after school and vacation care facilities for children aged 5-12. Request Council to build a purpose built centre for children aged 0-3.	The Mayor and General Manager have met with child care providers and we are in agreement with the need to provide adequate child care on Norfolk Island. Council will continue to support and advocate for this to happen. This has been included in the Operational Plan Activities 5.1
2	14 September	Action 1.1 Review of the Waste Management Strategy.	Will amend the review date as the priorities have changed and they are no longer in line with the recommendations in the Waste Strategy.
		Action 1.3 Norfolk Island Plan 2002 – what mentioning of the Environmental Planning and Assessment Act 1979?	The NSW Environmental Planning and Assessment Act 1979 is likely to come into effect sometime in 2017, and therefore it is important that we plan for the process of this change. We are guided by the Commonwealth on the timing of this legislation.
		Action 2.1 Culture and Heritage Committee to be established by October 2016 – too soon. Also is this duplication with the Museum Trust?	The Culture and Heritage Committee is anticipated to be more than Museums as it will encompass the many cultural aspects of Norfolk Island such as language, traditions, events, arts and music to name a few.
		Action 2.2 Comment on operational activities of managing public reserves	Comments noted.
		Action 3.1 Another public holiday – Harmony Day? Why this?	The recommendation to celebrate Harmony Day is not for the day to be a public holiday. Harmony Day is a celebration of cultures, food and traditions.  <a href="http://www.harmony.gov.au/">http://www.harmony.gov.au/</a>
		Action 3.2 Disagree with the suggestion to investigate the colocation of the museums into one building.	Comment taken on-board.
		Action 6.2 Amend target to read: seek approval and commence recommendation by 1	Comment noted

No	Date received	Submission content	Comments
		January.	
		Action 6.4 Delete Time of Day Metering optio as funding is not warranted	Comment noted

The submissions have been considered and included where relevant. Amendments have also been made in respect to targeted dates to be more realistic with the Operational Plan not being adopted until 28 September.

## FEES AND CHARGES

A total of 21 submissions (Attachment 5) were received in relation to the fees and charges. They are listed in the table below. Twenty of the submissions addressed the Waste issues, primarily the Waste Disposal Fee. Three submissions in addition to addressing waste issues, addressed the relationship between private and hire car registration fees; application of RPI to fee units; and equipment hiring fees.

One submission corrected the listed Museum fees.

No.	Date received	Submission content	Comments
1	19-Aug-16	Waste Levy on vehicles should be removed; inequity of registration fees private vs hire cars.	Waste Management Levy vs Waste Disposal Fees – refer point ‘b’ below. Registration Fees will be reviewed in the next review of Fees and Charges.
2	23-Aug-16	Amend Museum Fees	Corrections made for errors in fees & charges document
3	26-Aug-16	Waste Fees – concern at possible changes in behaviour,- dumping of rubbish; and administering/collecting fees.	Refer ‘c’ and ‘d’ below.
4	28-Aug-16	Waste Fees – concern at possible changes in behaviour dumping, burning.	Refer ‘c’ and ‘d’ below.
5	28-Aug-16	Waste Fees – financial impact on individuals	Refer ‘d’ below.
6	29-Aug-16	Waste Fees – concern at possible changes in behaviour dumping, burning; method of collection of fees	Refer ‘c’ and ‘d’ below.
7	30-Aug-16	Application of RPI to fees, and double dipping on Waste Fees	Changes to fees linked to RPI are based on the RPI movement between March of each year. Waste Fees - refer ‘b’ below.
8	03-Sep-16	Waste Fees – concern at possible changes in behaviour dumping, burning, double-dipping Levy and Fees	Refer ‘b’, ‘c’ and ‘d’ below.
9	05-Sep-16	Waste Fees – concern at method of collecting fees, double-dipping Levy and Fees	Refer ‘b’, ‘c’ and ‘d’ below.
10	05-Sep-16	Waste Fees – concern at possible changes in behaviour dumping, burning; method of collection of	Refer ‘c’ and ‘d’ below.

		fees. Cost to individuals.	
11	06-Sep-16	Waste Fees – concern at possible changes in behaviour dumping, burning; method of collection of fees	Refer ‘c’ and ‘d’ below.
12	06-Sep-16	Waste Fees – concern at possible changes in behaviour dumping, burning; method of collection of fees	Refer ‘c’ and ‘d’ below.
13	08-Sep-16	Waste Fees - Recommend Cost/Benefit analysis.	Refer ‘d’ below.
14	08-Sep-16	Waste Fees - Double-dipping, cost to individuals.	Refer ‘b’ an ‘d’ below.
15	14-Sep-16	Waste Fees - Cost of Fees. Refer Fees to Advisory Committee	Refer ‘b’ below. Advisory Committee role includes review of costs.
16	14-Sep-16	Waste Fees - Double-dipping, cost to individuals.	Refer ‘b’ an ‘d’ below.
17	14-Sep-16	Waste Fees - Double dipping	Refer ‘b’ an ‘d’ below.
18	15-Sep-16	Comment – discrepancies in equipment hiring fees; should not compete with private sector; refer disposal fees to Waste Advisory Committee	The Asset Management Plan, to be completed in December 2016 will address equipment hiring and associated fees.
19	15-Sep-16	Waste Disposal Fee concessions to be given to pensioners and NFP organisations.	Noted. Consider in future reviews of Social Service recipient rebates.
20	15-Sep-16	Waste Fees – concern at method of collecting fees, double-dipping Levy and Fees and changing behaviours	Refer ‘b’, ‘c’ and ‘d’ below.
21	15-Sep-16	Waste Fees – concern at double-dipping Levy and Fees and changing behaviours	Refer ‘b’ and ‘d’ below.

The following points are provided as comments to the 21 submissions listed above.

- a. The library fees were incorrect and they have been updated; as have Museum fees.
- b. As can be seen above 20 of the submission comments are in relation to the introduction of waste disposal fees at the Waste Management facility. The Waste Management Levy is separate in that it is a charge of what is brought onto the Island to fund the operation of the Waste Management Centre whereas the waste disposal fees are fees for the disposal of waste by individuals, commercial businesses and tradespeople alike. This is not “double” dipping as suggested.
- c. Further, Council already staff the Waste Management Centre and they have office facilities to charge fees. A minimum of one staff member should be attending to the sorting bays where the public has access at all times when the facility is open. This is to ensure public safety as much as ensuring waste is sorted correctly and if the fees are adopted, to collect the fee for the garbage only – not for sorted waste. Garbage is defined as garbage that cannot be sorted and has a label saying “garbage”.
- d. Changes to behaviour, such as dumping and burning will continue to be monitored, as will the impact of quantities of rubbish received at the Waste Management Centre. Public awareness of the need to reduce, reuse and generally minimise waste, thus not incurring disposal fees, will be promoted.

## RATING STRUCTURE

A total of 13 submissions (Attachment 6) were received in relation to the proposed rating structure. They were as follows: A number of submissions related to either personal enquiries (to be addressed directly by staff) or were outside the scope of the rating model. Discussions about overarching legislation and Commonwealth control of various parts of the islands infrastructure. Those enquiries relating to categories, aggregation, shared use and apportionment are being reviewed by staff.

No.	Date	Submission Content	Comment
1	24-Jul-16	Abolition of Water Assurance rates?	No, part of the community, utilised by the community, uses the community's assets
2	28-Jul-16	Can Council review the charging of rates and look to other ways in which to raise revenue i.e. lease out buildings such as the hospital and the school to raise the same amount of money required.	These are not Council's assets. We will be looking at all realistic options for revenue generation.
3	28-Jul-16	Comments only	Comments noted
4	05-Aug-16	Would Council consider abolishing absentee land owners levy, so that landowner overseas aren't penalised?	It will be considered by Council in the next round of budget discussions and in conjunction with the Commonwealth.
5	12-Aug-16	1. What charges relate to businesses whose buildings are on multiple portions of land? 2. Query the definition of apartments under the legislation	1. Consideration being made to apportion charges across multiple parcels. 2. No evidence to show that apartments for the purpose of tourist accommodation should be classified as tourist accommodation.
6	17-Aug-16	1. Contiguous properties: recommend invoiced as one parcel of land as opposed to separate parcels 2. Ask landholders to provide a statement of use, tourist accommodation should have to pay more as they use more services 3. What happens if a portion has both business and private use? 4. What reference does the rating model make to the NI Plan? 5. Do low income self-funded retirees receive the pensioner discount? 6. Do historic sites receive a discount?	1. Refer Local Government Act 1993 Clause 531B – Aggregation. 2. Land categories have been set. Onus is on owner to appeal their allocation. 3. Predominant use - charge would be business. 4. Rating Model is applied from NSW legislation - different categories as defined. 5. No 6. Yes 100% exempt
7	19-Aug-16	Would like a review of Business charges vs. Residential	All rates categories and charges are reviewed as part of the budgeting process.

8	19-Aug-16	1. Does rating model take into consideration the NI Plan for subdivisions? 2. Can Council define what services rate payers receive for the fee? 3. Why are Council charging per owner not per property? 4. Can Council define what Farmland is?	1. Not required to - separate documents. 2. Upkeep of roads and buildings, contributions towards Tourism and maintenance of public areas, including picnic areas, sports fields and reserves 3. Upkeep of roads and buildings, contributions towards Tourism and maintenance of public areas, including picnic areas, sports fields and reserves. 4. Refer Local Government Act 1993 Clause 515
9	19-Aug-16	Private query	Staff to address
10	19-Aug-16	Private query	Staff to address
11	16/08/2016	Comments - opinion	Comments noted
12	15/08/2016	1. Link to Strategic Plan 2. Open spaces taxed? 3. Separate heritage rate 4. Rate on tourism accommodation	1. Objectives 1, 8,9 2. Public open spaces are not taxed 3. Can be reviewed in next budgeting round by Councillors. Equity considerations and legal consequences in meeting NSW legislation needs to be considered. 4. Commercial consideration by owner and option to use at discretion of owner.
13	20/08/2016	Comments - opinion	Comments noted

## BUDGET

A total of six (6) submissions (Attachment 7) were received in relation to the budget. They were as follows: There were opinions from all contributors which were noted by Councillors and staff in their budget deliberations. All requested further detail, which has now been provided. It is noted that there is funding for noxious weeds and pests in the budget. Funds for tourism are at the discretion of Councillors during their budget approval process. Tied funding based on grants can be utilised only within the terms of the funding deed. A more detailed submission has been addressed directly.

No.	Date	Submission Content	Comment
1	26-Jul-16	A detailed report highlighting a significant number of issues was provided to Council	A detailed reply was given to the respondent via a Councillor and to the Councillors
2	04-Aug-16	Comments received	Detail provided in Council's operational plan.

3	12-Aug-16	7.4 The funds allocated to tourism in the proposed budget to tourism should be protected in some way. 8.2 Revenue raised for sewerage should form part of the ordinary council rates. 9.3 Tourism budget shows zero in the income column.	7.4 Funds as budgeted are a decision made in budget deliberations by the elected Council. Funds are made from general allocations including rates. Grants received, specific to Tourism are protected by the terms of the Grant agreement. 8.2 Sewerage rates have been set by Council within The Schedule of Fees and Charges. 9.3 Income of \$70,000 was incorrectly allocated in the budget and has been corrected.
4	18-Aug-16	1. Forestry & Noxious weeds funding. Request for more detail	1. \$30k from NIRC funds and \$300k from Commonwealth funds
5	18-Aug-16	Request for more detail & general comments	Detail provided in Council's operational plan and discussed with Councillors at Budget workshop.
6	30-Aug-16	Comments relate to strategic direction	Comments noted

## DISCUSSION ON THE REVENUE POLICY AND THE BUDGET

The financial estimates comprise of an Income Statement, Capital Works program, summary of costs by cost centre and a detailed break-up of each cost centre by account. The Revenue Policy shows the rating model, an explanation of each of the key revenue items linked to ratepayers and the full Fees and Charges Schedule. These documents highlight for approval the work to be done during the rest of the current financial year.

The information that will be collected as a result of this year's activities will help to set a firm footing for the future by giving some clarity and understanding and thereby assisting in attaining both efficiencies and firm data needed to achieve grant funding for urgently needed infrastructure and economic development strategies.

### GOVERNANCE/POLICY IMPLICATIONS:

Once adopted, the Plan becomes the method for the delivery of activities in 2016/17.

### LEGAL IMPLICATIONS:

Council is required to adopt the Operational Plan 2016/17 in full (including fees and charges, rating structure, budget and activities) by 1 October 2016.

### ENVIRONMENTAL IMPLICATIONS:

Activities addressing environmental factors have been included.

### SOCIAL IMPLICATIONS:

Activities addressing social factors have been included.

### FINANCIAL IMPLICATIONS:

The activities within this plan will be covered by the draft budget for 2016/17.

**CONCLUSION:**

The first draft Operational Plan 2016/17 (the Plan) was developed by the former Administration of Norfolk Island and has been revised by the new Norfolk Island Regional Council to be in line with the draft Norfolk Island Community Strategic Plan 2016-2026. The draft Operational Plan 2016/17 was subsequently placed on public exhibition for 28 days and is now presented to Council for final adoption.

**RECOMMENDATION:**

- (1) That Council adopts the *Operational Plan for 2016/17*;
- (2) That Council makes a rating structure in line with the revenue policy as follows:

<b>Norfolk Island Regional Council: 2016/17 Rating Model</b>				<b>Year 1 Raise \$500,000</b>	
<b>Category</b>	<b>Sub-Category</b>	<b>Number of portions</b>	<b>Number of properties</b>	<b>YEAR 1- Levy per property raising \$500,000</b>	<b>YEAR 1- Total levies per category to raise \$500,000</b>
Residential	less than 0.05 Ha	20	20	<b>\$135.00</b>	\$2,700.00
Residential	0.05Ha - 0.099Ha	47	47	<b>\$255.00</b>	\$11,985.00
Residential	0.1Ha - 0.499Ha	390	390	<b>\$270.00</b>	\$105,300
Residential	0.5Ha - 0.99Ha	182	182	<b>\$290.00</b>	\$52,780
Residential	1.0Ha - 4.99Ha	280	280	<b>\$310.00</b>	\$86,800
Residential	5.0Ha -20.0Ha	49	49	<b>\$320.00</b>	\$15,680
Farmland	1 portion	683	403	<b>\$240.00</b>	\$96,720
Business - Commercial/ Industrial	less than 0.1 Ha	84	84	<b>\$320.00</b>	\$26,880
Business - Commercial/ Industrial	0.05Ha - 0.099Ha	49	49	<b>\$580.00</b>	\$28,420
Business - Commercial/ Industrial	0.1Ha - 0.499Ha	16	16	<b>\$845.00</b>	\$13,520
Business - Commercial/ Industrial	0.5Ha - 0.99Ha	10	10	<b>\$1,105.00</b>	\$11,050
Business - Commercial/ Industrial	1.0Ha - 4.99Ha	5	5	<b>\$1,365.00</b>	\$6,825
Business - Tourist Accommodation	1 unit	24	24	<b>\$320.00</b>	\$7,680
Business - Tourist Accommodation	2 units	10	10	<b>\$550.00</b>	\$5,500
Business - Tourist Accommodation	3 units	6	6	<b>\$745.00</b>	\$4,470
Business - Tourist Accommodation	4 units	9	9	<b>\$895.00</b>	\$8,055
Business - Tourist Accommodation	5 units	11	11	<b>\$1,025.00</b>	\$11,275
Business - Tourist Accommodation	6-10 units	14	14	<b>\$1,275.00</b>	\$17,850
Business - Tourist Accommodation	11-20 units	6	6	<b>\$1,615.00</b>	\$9,690
Business - Tourist Accommodation	21 - 50 units	5	5	<b>\$1,975.00</b>	\$9,875
Business - Tourist Accommodation	51+ units	2	2	<b>\$2,315.00</b>	\$4,630
Business - Charitable	Non Liquor	29	29	<b>\$100.00</b>	\$2,900.00
Business - Charitable	Liquor	7	7	<b>\$350.00</b>	\$2,450.00
<b>Total No's of portions</b>		<b>1938</b>	<b>1658</b>		
<b>Total</b>					<b>\$543,035.00</b>

- (3) That Council adopts the fees and charges contained within the Operational Plan for 2016/17
- (4) That Council adopts the budget for 2016/17 contained within the Operational Plan 2016/17.

**Attachment 2:** Norfolk Island Regional Council Operational Plan 2016/17

**Attachment 3:** Annexure 3 Schedule of Fees and Charges

**Attachment 4:** Operational Plan 2016/17 Public Submissions

**Attachment 5:** Fees and Charges Public Submissions

**Attachment 6:** Ordinary Land Rates Public Submissions

**Attachment 7:** Operational Plan Budget Public Submissions