

**14 INFORMATION REPORTS****14.2 OPERATIONAL PLAN REVIEW 2025-26 - QUARTER 2 UPDATE**

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**Department:** GM Office  
**File No:** N/A  
**Presented For:** Information

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**PURPOSE**

The purpose of this report is to provide an update on the 2025-26 Operational Plan activities undertaken during the Quarter 2 (1 October 2025 - 31 December 2025). These updates are contained in Attachment 1 to this report.

Under the Integrated Planning and Reporting (IP&R) Framework, Council is required to report on its progress in implementing its Delivery Program and Operational Plan. This requirement is reflected in Section 404(5) of the *Local Government Act 1993 (NSW)(NI)* (the Act), which stipulates that the General Manager must ensure that regular progress reports are provided to the Council, at intervals of no more than six months, detailing the organisation's progress with respect to the principal activities detailed in the Delivery Program.

**OFFICER RECOMMENDATION:**

That Council receives the Operational Plan updates for Quarter 2 of Financial Year 2025-26 and notes the progress reported therein.

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**BACKGROUND**

Norfolk Island Regional Council's 2025–2026 Operational Plan was adopted to promote service efficiency and sustainability during the transition from Administration to an elected governing body. The Plan emphasises modern local government practices, focusing on critical service reviews across nine operational areas.

**DISCUSSION/CURRENT ISSUE**

The Operational Plan Progress Report for Quarter 2 provides Council and the community with the progress against the adopted 2025–2026 Operational Plan for the quarter ended 31 December 2025, including performance highlights, challenges and recommended actions.

**RELEVANCE TO THE STRATEGIC PLAN AND RESOURCING STRATEGY**

**Strategic Direction 05: An informed and accountable community**

Objective 9 – An informed community

Objective 10 – Transparency in decision making

**LEGISLATIVE/POLICY IMPLICATIONS**

**LEGAL/RISK IMPLICATIONS**

The preparation of the Operational Plan Progress Report is a requirement of the Integrated Planning & Reporting (IP&R) Framework as set out in the *Local Government Act 1993 (NSW)(NI)*.

**SUSTAINABILITY IMPLICATIONS**

Any activities addressing social and environmental implications have been included within the plans.

**BUDGET/FINANCIAL/RESOURCING IMPLICATIONS**

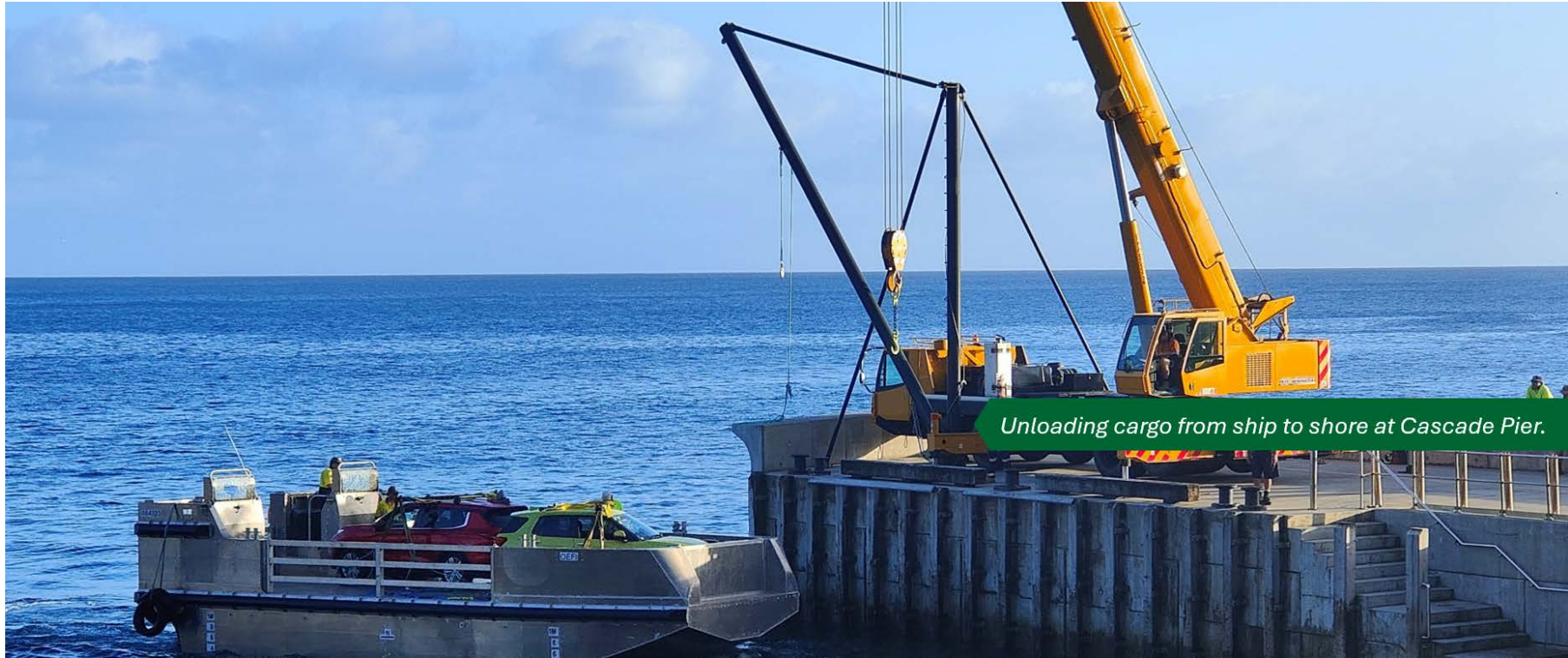
Nil

**COMMUNICATION/CONSULTATION**

Any associated communication and consultation is noted within the attached Operational Plan progress report.

**ATTACHMENTS**

1. Operational Plan Review 2025-26 - Quarter 2 Update

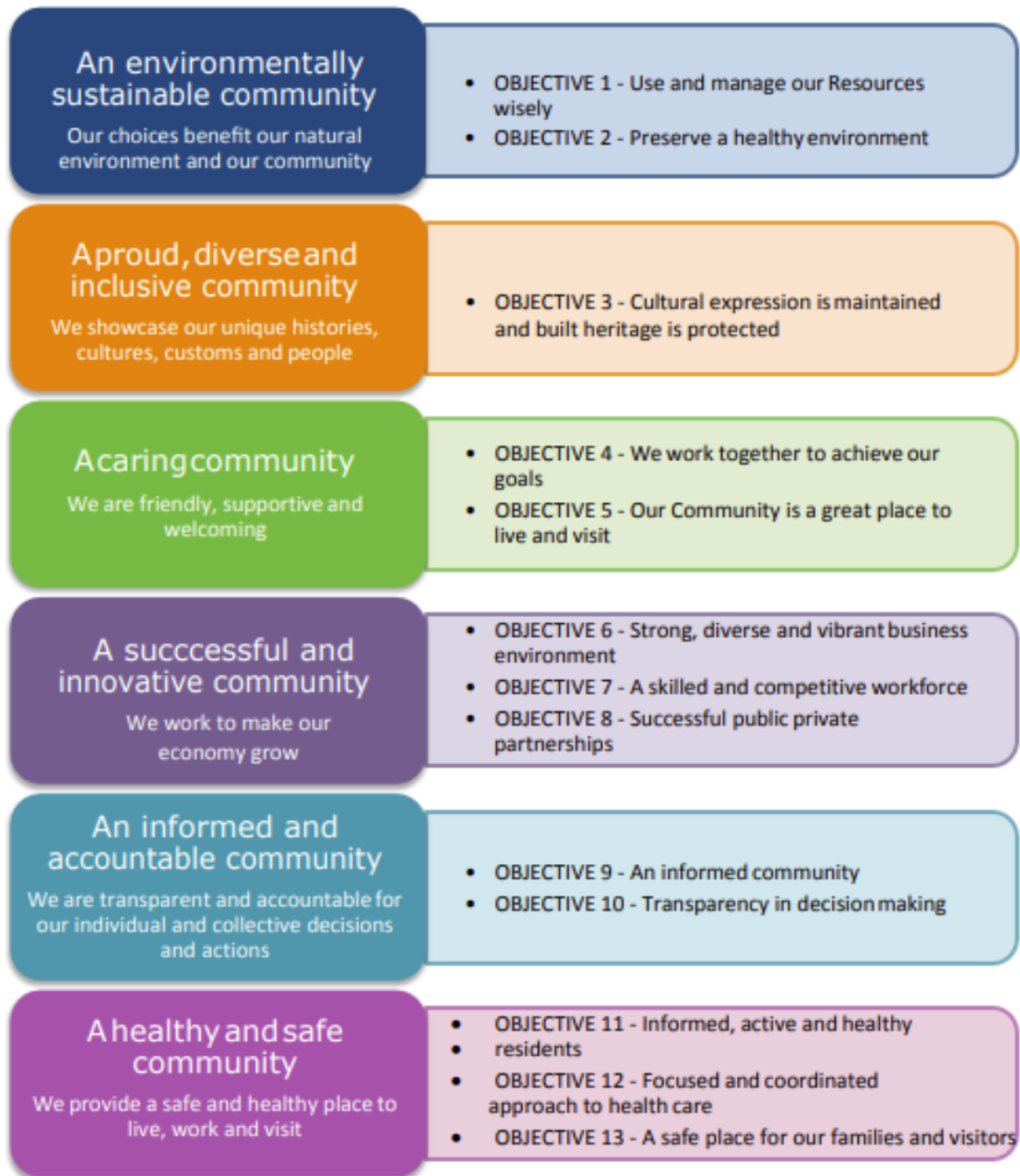


**NORFOLK ISLAND REGIONAL COUNCIL**

**2025-2026 OPERATIONAL PLAN**

**Q2 Performance Report**

1 October 2025 – 31 December 2025



# 1. An environmentally sustainable community

## COMMUNITY OBJECTIVES:

- Use and manage our resources wisely
- Preserve a healthy environment



Council’s service delivery for 2025-26 to contribute to an environmentally sustainable community is described below.

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
<b>1.1</b>	<b>Electricity network and supply</b>			
1.1.1	Increase electricity storage capacity within the network	Total storage capacity; % of total energy that is from renewable source	5 MWh At least 60%	Electricity Team
<b>Update – Q2</b> Total storage capacity is growing with enhanced Commonwealth subsidies, as is percentage of total energy from renewable sources.				
1.1.2	Implement actions arising from the independent electricity infrastructure condition assessment, and seek Commonwealth support to fund electricity infrastructure works	% of scheduled actions completed or committed through funding	at least 90%	Electricity Team
<b>Update – Q2</b> The most substantial actions from the GHD report have been taken up as proposed capital projects. The low voltage switchboard replacement design phase continues.				
1.1.3	Complete an Electricity Service tariff and billing provider contract review that considers appropriate pricing and with recommendations for any proposed tariff and charges changes arising from the review.	Review completed	by 30 June 2026	Manager Finance
<b>Update - Q2</b> Review progressed with Electricity Special Purpose Committee.				
1.1.4	As part of the waste management review (see 1.5.2), explore opportunities to generate power from waste	Options included in Service Review of Waste Management	by 30 June 2026	Manager Planning & Environment

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	to supplement the network of renewable energy sources			
<b>1.2</b>	<b>Biodiversity</b>			
1.2.1	Finalise, endorse and commence implementation of the Island-wide Grazing Management Plan's identified actions	% of scheduled actions completed	at least 70% completed; at least 90% commenced	Environment Team
1.2.2	In collaboration with Parks Australia, commence implementation of the Threatened Species Recovery Plan with a focus on: <ul style="list-style-type: none"> <li>- endemic land snail on Council land reserve</li> <li>- green parrot (Island-wide)</li> </ul>	% of scheduled actions commenced	at least 90%	Environment Team
1.2.3	In collaboration with the Australian Museum, Parks Australia and Taronga Zoo, deliver the grant-funded endemic snail program	% of scheduled actions completed	at least 90%	Environment Team
1.2.4	Finalise and adopt the Tree Policy, and explore options for by-laws under new NI legislation to manage preserved trees and establish a process for issuing permits for tree removal	Tree Policy adopted	by December 2025	Environment Team
<b>1.3</b>	<b>Reserve Management and Environment Program</b>			
1.3.1	Continue to implement the Reserves Management program, including the scheduled activities of the NI Environment Strategy, the Threatened Species	% of program activities completed; Number of native plants planted;	At least 50%  1,000	Environment Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	Recovery Plan, and the Public Reserves Plans of Management, including: <ul style="list-style-type: none"> <li>- removal of Argentine Ants from Reserves</li> <li>- Identifying areas within Reserves for grazing opportunities</li> <li>- Securing and fencing planting zones for the reintroduction of threatened species</li> </ul>	Number of species planted	15	
1.3.2	Advertise, receive and assess applications for: <ul style="list-style-type: none"> <li>- camping permits</li> <li>- controlled activity permits in public reserves</li> <li>- tree permits</li> <li>- migratory bird permits</li> <li>- pasturage rights allocation</li> </ul>	Number of applications processed: <ul style="list-style-type: none"> <li>- camping permits</li> <li>- controlled activity permits</li> <li>- tree permits</li> <li>- migratory bird permits</li> <li>- pasturage rights allocated</li> </ul>	No targets, report actuals	Environment Team
1.3.3	In collaboration with not-for-profit organisations, facilitate occasional voluntourism programs, including weeding in public reserves and native plant propagation	Number of programs hosted; Number of program participants	No target, report actuals	Environment Team
1.3.4	Continue to support volunteer environmental programs, including: <ul style="list-style-type: none"> <li>- Coral Berry Crusaders</li> <li>- Flora Force</li> <li>- Community tree-planting day</li> <li>- Green parrot survey</li> </ul>	Nature of support provided	No target, report activity	Environment Team
1.3.5	Participate in the Norfolk Island Park Advisory Committee meetings	Number of NIPAC meetings attended	4	Manager Planning and Environment
<b>1.4</b>	<b>Pests and Weeds Control</b>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
1.4.1	Deliver the Argentine Ant Eradication Program, including: <ul style="list-style-type: none"> <li>- A focus on persistent infestations in already-treated zones</li> <li>- Work on cliffs</li> <li>- Commence work in Zone 1</li> <li>- Update the Eradication Strategy</li> </ul>	% of cliff treatments completed; % of Zone 1 treatments completed; % of Zone 4 treatments completed; Eradication Strategy updated	50%;  25%;  100% of remaining treatments; by 30 September 2025	Environment Team
1.4.2	Implement the scheduled activities of the Weed Control Program, with a focus on roadside weed management	Number of weed profiles released; Number of pest plant control plans implemented; % of reduction in spread of woody weeds; Area of woody weed removal	12  5  30%  2 hectares	Environment Team
1.4.3	Continue to implement the cat control and rat eradication program, and manage feral birds (including feral chickens, red parrots and predatory tarter birds), including in collaboration with Parks Australia's <i>Restoring the Bounty</i> project.	Increase in Good Nature traps; Total number of roaming cat trap days ( <i>no. of traps x days in use</i> ) Number of target animals trapped	30%  1,000  No target, report actuals	Environment Team
1.4.4	Conduct community engagement and consultation activities to promote weed control techniques and provide fact sheets	Number of community activities delivered; Number of Fact Sheets developed	At least 1;  12	Environment Team
1.4.5	Deliver pest and disease surveillance and management projects including:	Number of trial sites in reserves and private property	5	Environment Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<ul style="list-style-type: none"> <li>- Trialling measures to halt Phellinus spread once established</li> <li>- Community engagement and consultation activities</li> </ul>			
<b>1.5</b>	<b>Waste and Wastewater Services</b>			
1.5.1	Process bulky, construction and demolition waste, e-waste, hazardous waste and green waste collected at the Waste Management Centre for export off Island, and review options for legacy waste stockpile	Amount of waste exported;  Legacy waste review completed	No target, report actuals;  by 30 June 2026	Waste Management Team
	<p><b>Update – Q2</b></p> <p>Amount of waste processed on the WMC:</p> <ul style="list-style-type: none"> <li>• <b>Residual:</b> 65.83 t (inside the WMC)</li> <li>• <b>e-Waste:</b> 0 t</li> <li>• <b>Paper/Cardboard:</b> 54.47 t</li> <li>• <b>Aluminium:</b> 5.06 t</li> <li>• <b>Steel Cans:</b> 3.02 t</li> </ul> <p>Amount of waste exported of the island:</p> <ul style="list-style-type: none"> <li>• <b>Recyclables:</b> 56.07 tonnes (incl. Cardboard, Textiles, Steel Cans, Aluminium, Aerosol)</li> <li>• <b>E-waste:</b> 5.552 tonnes</li> <li>• <b>Residual and legacy waste:</b> 198.25 tonnes</li> </ul>			
1.5.2	Conduct a service review of Council’s recycling and waste management operations to inform a review and update of the Waste Management Plan, including: <ul style="list-style-type: none"> <li>- Community service about levels of service</li> </ul>	Service review completed;  % of scheduled identified actions completed	by October 2025;  At least 90%	Waste Management Team  Manager Finance

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<ul style="list-style-type: none"> <li>- Consideration of issues such as degree of circularity, recycling, landfilling, incineration</li> <li>- Identifying effectiveness of current bulky waste management process and storage</li> <li>- Review of <i>Revolve Your World</i> operation</li> <li>- Review of revenue and expenditure for this service, including review of domestic and commercial waste contractor arrangements</li> <li>- Community Reuse Centre construction funding avenues to be considered</li> </ul>			
<b>Update – Q2</b> Service Review scheduled for April 2026				
1.5.3	Provide community waste management education to reduce cross-contamination between organic waste, recyclables and other waste, and continue to promote a reduction in the use of single-use plastics in the community	Number and nature of community education activities completed	At least 2 activities	Waste Management Team
1.5.4	Undertake waste management improvement activities, including: <ul style="list-style-type: none"> <li>- Construction of new bulky waste area</li> <li>- Finalise design and implement landfill spontaneous combustion remediation project</li> <li>- Continue shredding, baling and exporting legacy waste stockpile</li> </ul>	% of scheduled activities completed	At least 90%	Waste Management Team
<b>Update – Q2</b> <ul style="list-style-type: none"> <li>- Geotechnical engineer on-site assessing landslide stability; soil samples sent to Australia for analysis. Final report due January 2026.</li> <li>- Cleanup of illegally disposed and stockpiled asbestos at Drill Ground in progress.</li> <li>- White Card and Non-Friable Asbestos Training underway for NIRC Staff and Community Members; First Aid and CPR training for WMC Staff.</li> </ul>				

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	- Waste Levy Exemption extended for 4 years (July 2026 till 30 June 2030).			
1.5.5	Continue to implement identified improvements for the wastewater treatment plant and sewer network, including: <ul style="list-style-type: none"> <li>- Finalising design for Wastewater Treatment Plant</li> <li>- Obtaining concurrence with Parks Australia</li> <li>- In collaboration with the Commonwealth Government, seek funding for the project</li> </ul>	% of scheduled actions completed	At least 90%	Wastewater Team
1.5.6	Develop, adopt and commence implementation of a Wastewater Management Strategy, including: <ul style="list-style-type: none"> <li>- Continued inspections of KAVHA catchment as required</li> <li>- Conducting a community education program</li> </ul>	Strategy adopted;  % of scheduled actions completed	by 31 December 2025;  at least 90%	Wastewater Team
1.5.7	Conduct quarterly wastewater treatment sampling (testing for turbidity, PH, TDS, nitrate and ammonia)	Number of samples collected Number of pollution incidents	12  nil	Public Health and Environment
1.5.8	As part of a program of ongoing improvements and identifying efficiencies, conduct a review of Wastewater services	Review complete	By end of June 2026	Public Health and Environment
<b>1.6</b>	<b>Sustainable environments</b>			
1.6.1	Facilitate the activities of the Environment and Sustainability Advisory Committee, including: <ul style="list-style-type: none"> <li>- Hosting meetings</li> <li>- Inducting new Committee members to their role</li> <li>- Advise on the final round allocation of the Toon Trust, supporting environmental work on private land.</li> </ul>	Number of ESAC meetings held	At least 4	Environment Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<ul style="list-style-type: none"> <li>- Work with the committee to understand opportunities for community engagement and improvement</li> </ul> Providing reports with the Committee's recommendations to Council			
1.6.2	Update and adopt a revised Drought Response Plan, and implement identified Plan actions as required	Plan adopted	by October 2025	Environment Team
1.6.3	In collaboration with Regional Development Australia, seek grants to fund identified actions for improving NI's drought resilience	Funding secured	by June 2026	Environment Team
1.6.4	If funding becomes available, complete a feasibility study for greater capacity of the desalination plant, including: <ul style="list-style-type: none"> <li>- economic analysis to reflect cost recovery,</li> <li>- clarify ownership arrangements</li> <li>- complete Development Application</li> </ul>	Feasibility study completed	by June 2026	Manager Infrastructure and Services
1.6.5	Undertake works on desalination plant and other water infrastructure to improve operations, including establishing an agreement with the Commonwealth Government for operation and maintenance of water assets at Cascade	Amount of water produced daily during times of drought	20,000 litres per day	Fa
1.6.6	Undertake water quality testing of effluent from the Desalination Plant, in line with the Marine Parks permit requirements	Frequency of water testing % compliance with permit	Quarterly 100%	Public Health and Environment

## 2. A proud, diverse and inclusive community

### COMMUNITY OBJECTIVES:

- Cultural expression is maintained and built heritage is protected



Council's service delivery for 2025-26 to contribute to a proud, diverse and inclusive community is described below.

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
<b>2.1</b>	<b>Cemetery</b>			
2.1.1	Maintain Cemetery records, including record of deaths	% of deaths and burials recorded in compliance with requirements	100%	Registrar Conservator
2.1.2	Undertake cemetery maintenance to ensure the area is prepared and tidy ahead of funerals, including digging of graves, mowing and weed removal	Number of cemetery maintenance activities conducted	No target, report activity	Plant Operator Sexton
2.1.3	Subject to funding, undertake a survey and ground penetrating radar of Cemetery to produce accurate data to enable production of an accurate map	Funding secured	30 June 2026	Registrar
	<b>Update – Q2</b> Underway			
<b>2.2</b>	<b>Heritage Management (Kingston &amp; Arthur's Vale Historic Area)</b>			
2.2.1	Maintain the Norfolk Island Heritage Register	Heritage Register reviewed for currency	At least annually	Planning Team
2.2.2	Maintain the KAVHA grounds and properties, through secondment of staff to the Commonwealth Government (as per Memorandum of Understanding)	Compliance with MoU	100%	Manager Finance
	<b>Update – Q2</b> Agreement is maintained and KAVHA billings are undertaken quarterly.			
<b>2.3</b>	<b>Museum and Research</b>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
2.3.1	Provide staff resources to the Museum, under arrangement with the Commonwealth Dept of Infrastructure (as per Memorandum of Understanding)	Compliance with MoU	100%	Manager Finance
<b>Update – Q2</b> Agreement is maintained and KAVHA billings are undertaken quarterly				
<b>2.4</b>	<b>Library</b>			
2.4.1	Promote and support local authors and include their published works in the Library’s collection	Number of new books by local authors added to Library collection	At least 3	Library Service
<b>Update – Q2</b> There were two new books from local authors during the Quarter 2 period				
2.4.2	Maintain and develop the Norfolk Island reference section in the Library	NI reference collection reviewed for currency	At least annually	Library Service
<b>Update – Q2</b> Ongoing				
2.4.3	Continue to update the Library collection, including: <ul style="list-style-type: none"> <li>- Extending the Children’s section collection</li> <li>- Expanding the Fiction collection</li> <li>- Providing for sale duplicate and other books not required for the Library’s collection</li> </ul>	Number of new items purchased for the collection	At least 10	Library Service
<b>Update – Q2</b> The above are ongoing and part of the normal operation of the library, and 45 new books were purchased during the quarter 2 period.				

### 3. A caring community

COMMUNITY OBJECTIVES:

- We work together to achieve our goals
- Our community is a great place to live and visit



Council’s service delivery for 2025-26 to contribute to a caring community is described below.

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
<b>3.1</b>	<b>Planning &amp; Building</b>			
3.1.1	Continue to review all Development Control Plans to ensure alignment with amended NI Plan, with a focus on: <ul style="list-style-type: none"> <li>- DCP3 - Multi Unit Housing</li> <li>- DCP4 - Advertising Structures and Signs</li> <li>- DCP 5 – Airport</li> <li>- New DCP – Outdoor Lighting policy</li> </ul>	Proportion of DCP reviews completed	40% in this FY	Planning Team
3.1.2	Deliver land use planning services to the NI community, including” <ul style="list-style-type: none"> <li>- Assessment of development applications</li> <li>- Assessment of building applications</li> <li>- Compliance monitoring</li> <li>- Building inspections</li> <li>- General planning &amp; building inquiries / proposals</li> <li>- Collaborate with and support Council Teams in implementing capital works and infrastructure programs</li> <li>- Collaborate and support Commonwealth agencies on public infrastructure projects</li> </ul>	Number of DAs assessed;  Number of BAs assessed;  % of assessments finalised within statutory timeframes;  Number of non-compliance actions investigated;  Number of inspections undertaken;  Number of enquiries processed	No target, report actuals  No target, report actuals  At least 80%  No target, report actuals;  No target, report actuals  No target, report actuals	Planning Team
3.1.3	Develop a database for the capture of relevant housing (approvals and completions from 2023-24 on) and environmental data collection	Database developed and populated	by 30 June 2026	Planning Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
3.1.4	Complete amendments to the NI Plan (minor corrections and amendments)	NI Plan amendments completed	by 31 December 2025	Planning team
<b>3.2</b>	<b>Pensioner rebates</b>			
3.2.1	Deliver the Pensioner Rebates Scheme for NI ratepayers, including: <ul style="list-style-type: none"> <li>- Public awareness activities</li> <li>- Processing claims</li> </ul>	Number of awareness activities delivered; Number of claims processed; Total amount claimed	At least 4;  No target; Up to \$22,950	Finance Team
	<b>Update – Q2</b> Achieved			
<b>3.3</b>	<b>Community Development</b>			
3.3.1	Develop and deliver a community grants program to support local community activities	Amount of funding secured to enable grants	\$72,000	Customer Care
	<b>Update – Q2</b> Funding is secured and some allocated under Community Strategic Plan, (CSP), Tertiary Education Grant (TEG) and Community support Grants (CSG).			
<b>3.4</b>	<b>Norfolk Island International Airport</b>			
3.4.1	Undertake regular inspections and maintenance of all airport assets, including runways, lighting, fences, buildings and other structures	% of inspections completed in accordance with Aerodrome Standards	100%	Airport Operations Team
3.4.2	Facilitate staff training to ensure Security Screening staff accreditation is maintained	% of security screening staff who are accredited	100%	Airport Operations Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
3.4.3	As part of a program of ongoing improvements and identifying efficiencies, conduct a review of Airport services	Review completed	by end June 2026	Airport Operations Team
<b>3.5</b>	<b>Asset Management</b>			
3.5.1	Review and update asset management plans to incorporate contemporary schedules of maintenance, depreciation and capitalisation and replacements, including for: <ul style="list-style-type: none"> <li>- Airport &amp; Runway</li> <li>- Buildings</li> <li>- Communications</li> <li>- Electricity</li> <li>- Land</li> <li>- Plant &amp; Equipment</li> <li>- Office Equipment</li> <li>- Sewerage</li> <li>- Other Infrastructure</li> <li>- Roads and Drainage</li> </ul>	Plan updates completed	by end December	Asset Manager Manager Infrastructure & Services
	<b>Update – Q2</b> The development of these plans is ongoing.			
3.5.2	Integrate major infrastructure provision and land use planning through revisions to Asset Management Plans as they are developed	AM Plans acknowledge planning and building requirements where applicable	by end December	Asset Manager Manager Infrastructure & Services Planning team
<b>3.6</b>	<b>Customer Service</b>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
3.6.1	Continue development and implementation of online customer service forms as part of updating website	% of customer forms available as on-line fillable forms	at least 20%	Customer Care Team IT Team
3.6.2	Conduct annual review of the Customer Service Charter	Review completed	by 31 August 2025	Customer Care Team
<b>Update – Q2</b> The Charter has been renewed with no changes made. It may need further review once the ‘Comms Reset’ and CES are finalised.				
3.6.3	Undertake a customer service survey to inform future customer service delivery	Survey completed	by 31 December 2025	Customer Care Team
<b>Update – Q2</b> Survey is currently being prepared and will be made available to the public in due course.				
3.6.4	Review and streamline Council’s complaints policy and procedure	Revised policy adopted	by 30 June 2026	Customer Care Team
3.6.5	Review and re-establish a Customer Requests Management System for Council and the community	CRM re-established and in use	by 31 August 2025	Customer Care Team IT Team
<b>Update – Q2</b> Currently looking at alternative programs to Civica CRM. The Customer Care team have had a demonstration with iConciergeCRM by Big Technology. This demonstration was well received, with the system reported to be user-friendly for both staff and customers and capable of being tailored to meet Council’s needs and requirements.				
3.6.6	As part of a program of ongoing improvements and identifying efficiencies, conduct a review of Customer Services	Review complete	by 30 June 2026	Manager Customer Care
<b>3.7</b>	<b>Public Works and Depot</b>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
3.7.1	Continue to maintain public grounds, parks, gardens and facilities to a high standard, including: <ul style="list-style-type: none"> <li>- Mowing and turf management</li> <li>- Tree trimming</li> <li>- Weed control and mulching</li> <li>- Planting (including natives)</li> <li>- Rubbish removal</li> </ul>	% of scheduled maintenance activities completed on time;	at least 90%	Works & Depot Team
<b>Update – Q2</b> Activities are continuing, and new mowers part of the FY 2025–26 schedule have been ordered.				
3.7.2	Complete annual refurbishment of the Emily Bay pontoon	refurbishment completed	by 30 September 2025	Works & Depot Team
3.7.3	Provide funeral and hearse services as required	occasions of service	no target, report activity	Works & Depot Team
<b>Update – Q2</b> New hearse is expected to be delivered by 30 June 2026				
3.7.4	Maintain Council’s fleet	% of scheduled maintenance completed on time	at least 90%	Works & Depot Team
3.7.5	Continue cattle stop maintenance program throughout Burnt Pine and surrounds	Number of cattle stops maintained	At least 6	Works & Depot Team
3.7.6	As part of a program of ongoing improvements and identifying efficiencies, conduct a review of Public Works services	Review complete	by 30 June 2026	Manager Infrastructure & Services
<b>3.8</b>	<b>Roads and Civil</b>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
3.8.1	<p>Deliver Council’s road maintenance, rehabilitation and renewal program (dependent on rock availability), including:</p> <ul style="list-style-type: none"> <li>- Anson Bay Road works</li> <li>- New Farm Road works</li> <li>- Maintenance works on Bullocks Hut Road and Caleb’s Lane</li> <li>- General maintenance across the roads network, including culverts, road verges and water run-offs</li> </ul>	% of scheduled works completed	at least 90%	Roads Team
<p><b>Update – Q2</b></p> <p>Anson Bay and New Farm Roads continue to be focus of the Roads team</p> <p>Maintenance works completed on Bullocks Hut Road, Caleb’s Lane reconstructed, Anson Bay Road reconstruction has commenced.</p> <p>Commonwealth grant funding has been sought for a greater level of improvement to drainage infrastructure on New Farm Road – some lengths of road may be reconstructed in the current financial year however a significant proportion of the project is intended to be carried into the next financial year to ensure effective drainage solutions to manage water runoff from the airport to ensure longevity of the road post-project. General maintenance across the roads network, including culverts, road verges and water run-offs is ongoing but slow due to aging or inadequate plant.</p>				
3.8.2	<p>Develop a Roads Infrastructure Strategy, including:</p> <ul style="list-style-type: none"> <li>- Focus on Council roads, with consideration of other roads</li> <li>- Prioritisation matrix for works</li> <li>- Renewal strategy</li> </ul>	Roads Infrastructure Strategy finalised	By end December	Manager Infrastructure and Services
<p><b>Update – Q2</b></p> <p>Not progressed formally as focus has been on building and improving operational capability of the Roads team due to significant deficiencies in manpower and equipment (including regular equipment failures).</p>				

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<p>A more strategic approach has been taken when it comes to reactive works which prioritises works based on several factors. Whilst road making materials are available, road maintenance is being systematically prioritised based on a number of factors including (but not limited to) the available resources at our disposal (workforce and materials), road condition, topography, level of use, link importance and tourism.</p> <p>Council is moving away from previous methods of reactive road replacement to proactive road rejuvenation (extension of road surface life).</p> <p>Historically, works were largely targeted based on complaints to Council – a more pragmatic approach has been adopted now that the Roads team has expanded, and materials are currently readily available.</p>			
3.8.3	Confirm Council's commitments via a Roads Memorandum of Understanding with Parks and DITRDCA	MoU in place	by 30 September 2025	Roads Team
	<p><b>Update – Q2</b> Waiting for National Parks and DITRDCA to progress; NIRC has provided input as required.</p>			
3.8.4	Implement the scheduled funded elements of the Infrastructure Grants Program, prioritising critical infrastructure, including: <ul style="list-style-type: none"> <li>- 'Roads 2 Recovery' road renewals specific for the financial year</li> </ul>	% of scheduled actions completed	at least 90%	Roads Team
	<p><b>Update – Q2</b> A Roads to Recovery grant was requested for Anson Bay Road. An award determination is still pending</p>			
3.8.5	As part of a program of ongoing improvements and identifying efficiencies, conduct a review of Roads and Civil services	Review complete	by 30 June 2026	Manager Infrastructure and Services
	<p><b>Update – Q2</b> In progress</p>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
3.8.6	Safely recover and crush all rock from the shot of August 2025 at Young's Quarry	Safe removal and crushing of 13,000 tonnes	By 31 August 2026	Manager Infrastructure and Services
<b>Update – Q2</b> Extraction of 7,500 tons of material from Quarry for crushing to date. Approximately 1,630 tons of a 4,300-ton allocation of armour rock for Commonwealth is stockpiling in quarry for planned Kingston revetment. Expected completion of extraction by April/May 2026.				
3.8.7	Plan and implement an additional blast at Young's Quarry, via an amendment to the existing DA, for an estimated 13,000 tonnes. Recover and crush the rock won from this blast, pending financial support from the Commonwealth Government	Safe removal and crushing of 13,000 tonnes	By 30 June 2026	Manager Infrastructure and Services
<b>Update – Q2</b> In progress, completion of extraction of 1 <sup>st</sup> shot may be required to allow all planning elements to be completed.				
3.8.8	Re-institute and facilitate the quarterly Roads Safety Committee as per the Traffic (General) Regulations	Meetings held quarterly	Hold all 4 meetings and respond to recommendations accordingly	Manager Infrastructure and Services
<b>Update – Q2</b> Meetings occur biannually, with additional sessions scheduled as needed.				
<b>3.9</b>	<b>NI Telecom</b>			
3.9.1	Finalise the Telecom Strategy Review (including a business model review and community consultation) and commence	Review completed % of scheduled actions arising from the review commenced	By 30 June 2026 At least 90%	Office of the GM

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	implementation of recommendations arising from the Review			
	<b>Update – Q2</b> A Telecom Review was undertaken by Telstra and the results will be incorporated in the 2026-2036 IP&R.			
<b>3.10</b>	<b>Tourism</b>			
3.10.1	Continue to implement scheduled activities of the Norfolk Island Tourism Strategy 2024-2027 and marketing plan, including providing quarterly updates of Strategy implementation progress to Council	Number of airline passengers and visitors;  Number of destination website views and social media followers;  Number of discussions held with local tourism industry stakeholders  Number of reports to Council	At least 30,000  At least 312,000 views and 65,000 followers  4  4	Tourism Team
	<b>Update – Q2</b> <ul style="list-style-type: none"> <li>- Number of airline passengers and visitors: 17,419</li> <li>- Views exceeding 312,000 for most campaigns. Instagram has 21,000 followers and Facebook has 37,000 followers</li> <li>- Three (3) discussions were held with local tourism industry stakeholders</li> <li>- A report is provided every 2 months.</li> </ul>			
3.10.2	In collaboration with the tourism industry stakeholders, facilitate the delivery of local events which showcase music, food, culture and sport	Number of events held	At least 1	Tourism Team Tourism Team Industry stakeholders
	<b>Update – Q2</b> Norfolk Tourism hosted the Long Table Dinner, a unique dining experience outdoors at the New Military Barracks on Tuesday 25 <sup>th</sup> November 2025. Featuring a gourmet three-course dinner, live music and a bar service by the Wanderer mobile cocktail van.			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	The event attracted a total of 45 attendees, including a group booking of 22, with catering capacity available for up to 50 patrons. Overall, the event ran well, with suggestions for future improvements including an events budget to continue to outsource the services, improved seating and tables, additional lighting, shade options for warm afternoons, and water service included in the table setting.			
3.10.3	Prepare, publish and promote an annual calendar of community events	Events calendar update frequency	Monthly	Tourism Team
	<b>Update – Q2</b> This is continuous and made available on Norfolk Tourism’s website and via social media. It is also mentioned in each monthly Norf’k Fuss Newsletter.			
3.10.4	Facilitate meetings and discussions between Council and local tourism industry stakeholders, including the recruitment of an Economic/Community Development role in NIRC	Number of meetings held	At least 4	Tourism Team
	<b>Update – Q2</b> Three (3) times.			
3.10.5	Develop and implement an online Tourism Survey in consultation with the tourism industry stakeholders to hear visitor feedback and determine industry needs	Survey available online Number of survey responses received	by 31 July 2025 At least 150	Tourism Team Communications Officer
	<b>Update – Q2</b> The survey has been updated on Norfolk Tourism’s website with over 300 responses so far. The survey is not compulsory, and the results will be assessed at the end of the financial year.			
3.10.6	In collaboration with the tourism industry stakeholders, continue discussions with Australian and New Zealand airlines to secure an ongoing air service between Norfolk Island and New Zealand	Intent for future service stated from Government or private sector	by 30 June 2026	Office of the General Manager Industry representatives

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
3.10.7	Promote local artists' work through displays in the Visitor Information Centre	Number of local artists represented in VIC displays	At least 5	Tourism Team
<b>Update – Q2</b> This is an ongoing promotion that has showcased 10 artists to date. Most works feature a Norfolk Island theme, with the exception of two small pieces. The display includes a variety of items such as framed and unframed prints, paintings, photographs, lino prints, silver jewellery charms, hand-painted wine glasses and greeting cards.				
3.10.8	As part of a program of ongoing improvements and identifying efficiencies, conduct a review of Tourism services	Review complete	by 30 June 2026	Manager Customer Care
<b>3.11</b>	<b>Queensland professionals' accommodation</b>			
3.11.1	Continue to provide and maintain quality, safe accommodation for off-Island staff and contractors coming to the Island to deliver services to our local community	Number of units available; Occupancy rate	4 at least 70%	Facilities Team
<b>Update – Q2</b> Contractual arrangements with Commonwealth and Queensland Educational Department concluded 30 June 2025. These units are now used for Council accommodation purposes.				

## 4. A successful and innovative community

### COMMUNITY OBJECTIVES:

- Strong, diverse and vibrant business environment
- A skilled and competitive workforce
- Successful public-private partnerships



Council’s service delivery for 2025-26 to contribute to a successful and innovative community is described below.

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
<b>4.1</b>	<b>Liquor Bond</b>			
4.1.1	Continue to deliver ongoing improvements to enable more choice of product mix	Number of new product promotions	4	Liquor Bond
	<b>Update – Q2</b> Achieved			
<b>4.2</b>	<b>Human Resources</b>			
4.2.1	In collaboration with Council’s staff team, review and revise the organisation’s statement of values	Values reviewed and confirmed with staff	By 31 December 2025	General Manager
4.2.2	Update Council’s Workforce Management Plan, including consideration of: <ul style="list-style-type: none"> <li>- Staff capacity building program</li> <li>- Development of local talent, including young people</li> <li>- An apprenticeship//traineeship program at Council</li> <li>- Skills gap analysis</li> <li>- Training needs identification</li> <li>- Identification of funding to support Plan implementation</li> <li>- Implementation of Council’s HR Management System (Employment Hero)</li> <li>- Transition to new NI Assembly governance arrangement</li> <li>- Recruitment plan for vacant roles</li> </ul>	Workforce Management Plan adopted and implementation of actions commenced; % of vacancies unfilled after initial recruitment action	by September 2025;  Less than 5%	Manager Human Resources

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
4.2.3	Implement the funded activities of the Staff Development Plan	% of funded activities delivered	100%	Manager Human Resources
4.2.4	Refresh and implement Council's induction program for new staff	% of staff who complete Council's induction program within 3 months of commencing in their role	100%	Manager Human Resources
4.2.5	Provide professional development and mentoring for Council's leadership team to support the achievement of Council's values: I - Integrity C - Communication A - Accountability R - Respect E - Excellence	Number of leadership development sessions held	At least 4	Office of the GM Manager Human Resources
4.2.6	Deliver an efficient and accurate Payroll Service, including taking action to streamline the payroll process	% of pays processed on time; No of errors requiring correction in pay run	100% Nil	Manager Finance
	<b>Update – Q2</b> Council's payroll process is well-managed and errors are rare.			
<b>4.3</b>	<b>Ports Management</b>			
4.3.1	Manage the loading and unloading of ships and the use of the ports for commercial purposes	Number of port use incidents reported	Zero Lost time injuries Zero high risk incidents	Lighterage and Ports Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
4.3.2	Implement a WHS program for port users	Number of WHS program elements delivered	At least 2	WHS Lead, Senior Safety Coordinator
4.3.3	Continue implementation of port staff training program, with focus on traffic management and port security	% if scheduled training activities completed	100%	Lighterage and Ports Team
4.3.4	Implement Traffic Management Plans for cargo and cruise ship days	Number of TMP non-compliance occurrences	nil	Lighterage and Ports Team
4.3.5	Manage Norfolk Island's First Points of Entry, including at Kingston and Cascade in line with Biosecurity Standards for ports and landing places, and continue to work with the Commonwealth Government to develop the Ports Strategy for Norfolk Island'.	Number of biosecurity incidents identified at FPOE First Point of Entry Biosecurity inspections Incineration of Biosecurity waste Participation in all Ports Strategy Stakeholder Meetings	Zero high risk incidents Monthly  No Target	Lighterage and Ports Team Environment Team  Environment Team
4.3.6	Conduct Lighterage Operations, including: <ul style="list-style-type: none"> <li>- Ensuring wharf access safety</li> <li>- Managing access to the wharf during lighterage operations</li> <li>- Conducting Lighterage Committee meetings</li> </ul>	% of operational safety hazards addressed; Number of Committee meetings held	80%  At least 4	Lighterage and Ports Team
4.3.7	Support safe handling and transporting of shipping containers between ships and shore and in ports	Develop process/procedure for operations and consult with DAFF	Consultation with DAFF complete	Lighterage and Ports Team
4.3.8	Finalise review of Ports Management and respond to findings including: <ul style="list-style-type: none"> <li>- Engaging additional resources as required</li> </ul>	% of scheduled activities completed	at least 90%	Lighterage and Ports Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<ul style="list-style-type: none"> <li>- Implementing WHS Audit recommendations</li> <li>- Training for Ports staff and users</li> </ul>			WHS Lead, Senior Safety Coordinator
<b>4.4</b>	<b>Stores and Warehouse</b>			
4.4.1	Deliver service improvement activities, including: <ul style="list-style-type: none"> <li>- Streamlining procurement processes</li> <li>- Delivering staff training</li> <li>- Reducing amount of obsolete stock on hand</li> </ul>	% of planned activities completed	at least 90%	Stores Team
<b>4.5</b>	<b>Fleet &amp; Plant Management</b>			
4.5.1	Maintain and renew Council's plant and fleet in accordance with the maintenance schedule and adopted Fleet & Plan Asset Management Plan	% of scheduled maintenance and renewal actions completed	100%	Works and Depot Team
	<b>Update – Q2</b> Identified that the Fleet and Plant Asset Management Plan needs updating. Contract procurement for Council's fleet and electric vehicles has been finalised.			

## 5. An informed and accountable community

### COMMUNITY OBJECTIVES:

- An informed community
- Transparency in decision-making



Council’s service delivery for 2025-26 to contribute to an informed and accountable community is described below.

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
<b>5.1</b>	<b>Information Technology</b>			
5.1.1	Deliver the scheduled actions of the IT Improvement project, including: <ul style="list-style-type: none"> <li>- Keeping software patches updated</li> <li>- Continuing migration to the cloud</li> </ul>	% of scheduled actions delivered to budget	100%	IT Team
<b>Update – Q2</b> Currently progressing toward 100%				
<b>5.2</b>	<b>Media and Communication</b>			
5.2.1	Provide regular news updates via various media channels to keep the NI community informed about Council activities, including a media release about the outcomes of each Council meeting.	Number of Council update social media posts per month; Number of Norf’k Fuss newsletters published	At least 6  12	Media and Communications
<b>Update – Q2</b> Council expects to accomplish these KPIs				
5.2.2	Utilise social media to enhance Council’s engagement of young people on NI, and encourage youth participation in Council initiatives, including Advisory Committees	% of participants in Council engagement activities who are aged 15-30 years	At least 10%	Office of the General Manager
<b>Update – Q2</b> Discovered Council has an Instagram account that is not being used. Will commence posting on Instagram from January 2026.				
5.2.3	Host activities as part of Council’s engagement program with the community, including:	Number of community meetings held	At least 3	

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<ul style="list-style-type: none"> <li>Sessions on key issues such as Telecom, Waste and Electricity</li> <li>Meetings with NI Governance Committee</li> </ul>	Number of meetings held with NIGC	12	Office of the General Manager
<b>Update – Q2</b>				
<ul style="list-style-type: none"> <li>Staff meeting with Norfolk NIGC end 2025.</li> <li>Administrators have meetings with Norfolk Island based NIGC</li> </ul>				
5.2.4	Prepare and deliver the 2024-25 Annual Report to the community	Annual Report published	By 30 November 2025	Office of General Manager
<b>Update – Q2</b>				
Completed				
5.2.5	Deliver all-staff meetings and written updates to share information, report progress and hear from staff	Number of all-staff meetings held Number of internal newsletters published	At least 4 At least 6	General Manager
5.2.6	Continue delivering information access improvements on Council's website	% of planned improvements completed	At least 90%	Media and Communications
<b>Update – Q2</b>				
Commenced plan for information updates to website.				
<b>5.3</b>	<b>Public Information</b>			
5.3.1	Facilitate access to information requested under FOI legislation	% of applications received that are processed within statutory timeframes	100%	Governance Officer
<b>Update – Q2</b>				
Six (6) FOI applications were received in this quarter and 100% completed on time.				
<b>5.4</b>	<b>Radio and Broadcasting</b>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
5.4.1	<p>Manage the Council-owned Norfolk Island Radio, including:</p> <ul style="list-style-type: none"> <li>- Liaison with NI Radio Directors to plan for the Radio Station's future</li> <li>- Live broadcasting</li> </ul>	<p>Future plan agreed</p> <p>Number of days broadcasting occurs</p>	<p>by 31 December 2025</p> <p>7 days per week</p>	NI Radio
<p><b>Update – Q2</b></p> <p>Norfolk Island Radio Ltd has focused on strengthening governance, meeting regulatory and licence obligations, and improving operational reporting. Key achievements include holding its first on-island strategic planning workshop with Directors and staff, completing policy development to meet Australian Communications and Media Authority (ACMA) compliance requirements, and implementing the Norfolk Island Radio Service Agreement 2025–2028.</p> <p>Board changes also occurred during the period, including the appointment of a new Chair and director. Future priorities include finalising the 2026–2027 Operational Plan and Budget as this is to be submitted to Council by the end of the month, embedding new policies and procedures, strengthening community engagement, and exploring additional funding opportunities to support ongoing operations.</p>				
<b>5.5</b>	<b>Courts, Registry, Tribunals and Licensing</b>			
5.5.1	<p>Under the Service Delivery Agreement with the Commonwealth Government, provide facilities and resources to the Courts system, including related to:</p> <ul style="list-style-type: none"> <li>- Debt recovery and enforcement actions</li> <li>- Court of Petty Sessions</li> <li>- Coroner's Court</li> <li>- Legal Aid Fund</li> <li>- Supreme Court</li> <li>- Family Court</li> <li>- Administrative Review Tribunal</li> <li>- Employment Tribunal</li> <li>- Rule Making Committee</li> </ul>	Service delivery in line with SDA	100%	Courts Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<ul style="list-style-type: none"> <li>- Probate</li> <li>- Administration orders</li> <li>- Hearings</li> <li>- Court orders and judgements</li> <li>- Urgent matters including ADVOs</li> </ul>			
5.5.2	<p>Under the Service Delivery Agreement with the Commonwealth Government, provide resources to the Registry system, including related to:</p> <ul style="list-style-type: none"> <li>- Motor vehicle registrations</li> <li>- Driver licencing</li> <li>- Firearms licencing</li> <li>- Traffic infringement notices</li> <li>- Lands and Titles</li> <li>- Incorporated Associations</li> <li>- Births, deaths and marriages</li> <li>- Liquor licencing</li> <li>- Livestock brands and marks</li> <li>- Registration of tourist accommodation</li> <li>- Dog registrations</li> <li>- Special events permits</li> <li>- Certification of surveys</li> <li>- Power of Attorney registration</li> <li>- Approval of raffles</li> </ul>	Service delivery in line with SDA	100%	Registry Team
<p><b>Update – Q2</b></p> <ul style="list-style-type: none"> <li>- Motor vehicle registrations <i>633 renewals of registration and 150 new registrations</i></li> <li>- Driver licencing <i>256 licenses including new licences, renewals and transfers</i></li> <li>- Firearms licencing</li> </ul>				

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<p><i>25 licences including new licences, renewals and transfers</i></p> <p>Traffic infringement notices</p> <ul style="list-style-type: none"> <li>- <i>3 issued, 1 payment outstanding, \$390 collected</i></li> </ul> <p>Lands and Titles</p> <ul style="list-style-type: none"> <li>- <i>70 transactions and 36 transfers</i></li> </ul> <p>Incorporated Associations Births, deaths and marriages</p> <ul style="list-style-type: none"> <li>- <i>0 births, 3 deaths, 5 marriages and 3 burials or ashes on NI but death not registered here</i></li> </ul> <p>Liquor licencing</p> <ul style="list-style-type: none"> <li>- <i>23 licences</i></li> </ul> <p>Livestock brands and marks</p> <ul style="list-style-type: none"> <li>- <i>Nil</i></li> </ul> <p>Registration of tourist accommodation</p> <ul style="list-style-type: none"> <li>- <i>65 properties and 1,456 beds</i></li> </ul> <p>Dog registrations</p> <ul style="list-style-type: none"> <li>- <i>4 new registrations. Usually done annually at the beginning of each year so this figure is for dogs imported during this quarter</i></li> </ul> <p>Special events permits</p> <ul style="list-style-type: none"> <li>- <i>2 annual permits and 5 one day permits</i></li> </ul> <p>Certification of surveys</p> <p>Power of Attorney registration</p> <ul style="list-style-type: none"> <li>- <i>16</i></li> </ul> <p>Approval of raffles</p> <ul style="list-style-type: none"> <li>- <i>Nil</i></li> </ul>			
5.5.3	Relocate law library to Kingston Court House	Library relocation complete	by 31 August 2025	Courts Team
	<p><b>Update – Q2</b></p> <p>This is sitting with the Court Registrar to action and has been ongoing since July 2025.</p>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
5.5.4	Update the official Survey with recent subdivisions	Survey update completed	by 31 December 2025	Registrar of Titles
	<b>Update – Q2</b> In progress			
5.5.5	Update the Liquor Licensing Manual	Manual update completed	by 31 August 2025	Registrar
	<b>Update – Q2</b> In process			
<b>5.6</b>	<b>Deceased Estates</b>			
5.6.1	Administer deceased estates and appropriately disburse public monies collected	Number of matters administered; Amount of public monies disbursed	No targets, report actuals	Curator of Deceased Estates
5.6.2	Continue reconciliation of trust accounts to meet all legislative requirements for investment into individual interest-bearing deposit accounts.	% of trust accounts transferred to individual IBD accounts	100%	Curator of Deceased Estates
<b>5.7</b>	<b>Finance</b>			
5.7.1	Continue to strengthen Council's financial position through updates to the Long-Term Financial Plan, building staff financial capabilities and developing and adopting a Financial Sustainability Policy for Council.	% of Management Team who've completed finance-related professional development activity; Financial Sustainability Policy adopted	100%  by 30 June 2026	Manager Finance, General Manager
	<b>Update – Q2</b> <ul style="list-style-type: none"> <li>Finance professional development activity completed, and recording saved for future inductions.</li> <li>Management continues to review a Sustainability Policy</li> </ul>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
5.7.2	Deliver Council's statutory obligations related to Finance, including: <ul style="list-style-type: none"> <li>- Drafting the annual Budget and Revenue Policy</li> <li>- Preparing annual financial statements for external audit</li> <li>- Providing regular reports to Council in relation to financial performance, investments, capital works income and expenditure</li> </ul>	% of statutory financial planning and reporting obligations met	100%	Manager Finance
<b>Update – Q2</b> Currently progressing on-target				
5.7.3	In consultation with key infrastructure 'owners' across Council, continue to refine the 10-year Capital Works Program for reflection in the Long-Term Financial Plan and Asset Management Strategy	Capital Works Program documented	by September 2025	Manager Finance Management Team
5.7.4	Continue community engagement to inform the review of Council's rating system, including refining of the revenue specification across Council services such as General Rates, Waste Charges and other service fees and charges	Review of Council's rating system	by March 2026	Manager Finance, General Manager
<b>5.8</b>	<b>Governance</b>			
5.8.1	Facilitate the activities of the Audit, Risk and Improvement Committee of Council, including the implementation of the internal audit program	Number of ARIC meetings held Number of internal audits conducted	4 2	Governance Team
<b>Update – Q2</b> Currently progressing on-target				

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<ul style="list-style-type: none"> <li>ARIC resolution register updated to facilitate and monitor the activities of ARIC. And is consistently updated.</li> <li>Strategic and Operational Risk Registers updated and to be workshopped with ARIC early 2026.</li> </ul>			
5.8.2	Prepare, distribute and publish Council Meeting Agendas and Minutes	% of Agendas and Minutes published within statutory timeframes	100%	Governance Team
	<b>Update – Q2</b> Council Meeting Agenda, Business Papers and Minutes prepared, distributed and published.			
5.8.3	Support the newly-established Advisory Committees with induction training and governance advice	% of Advisory Committee members who have participated in induction training	at least 90%	Office of the General Manager
	<b>Update – Q2</b> <ul style="list-style-type: none"> <li>Currently progressing on-target</li> </ul>			
5.8.4	Continue to review and update Council's policies, including: <ul style="list-style-type: none"> <li>- Fraud &amp; Corruption Policy</li> <li>- Community Support Policy</li> </ul>	% of completed reviews of policies due to be updated this FY	100%	Governance Officer
	<b>Update – Q2</b> Fraud & Corruption Policy and Procedure has undergone first stage review. Initial research into staff education on the policy also commenced.			
5.8.5	In consultation with the Australian Electoral Commission, coordinate activities to support the election of the inaugural Norfolk Island Assembly	Election preparation and delivery held in accordance with legislated requirements	by 31 December 2025	Office of the General Manager Governance Team
	<b>Update – Q2</b> No set date for new governing body. Can start implementing immediately when dates are announced.			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
5.8.6	Promote and deliver candidate information sessions to generate interest and attract candidates for election to the Norfolk Island Assembly	Number of candidate information sessions held Number of candidates for election	At least 2 More than 5	Media & Communications Governance Team
	<b>Update – Q2</b> No set date for new governing body. Can start implementing immediately when dates are announced.			
5.8.7	Develop and deliver a comprehensive induction program to support the newly elected Norfolk Island Assembly to effectively undertake its governing body responsibilities	Induction program delivered	within 3 months of the election	Office of General Manager Governance Team
	<b>Update – Q2</b> No set date for new governing body. Can start implementing immediately when dates are announced.			
5.8.8	Develop and maintain a Compliance Register to monitor that Council is meeting its statutory obligations	Compliance Register in place	By end June 2026	Governance Team
	<b>Update – Q2</b> Compliance Calendar research has commenced.			
<b>5.10</b>	<b>Records</b>			
5.10.1	In collaboration with the National Archives, continue work of a retention schedule for historic records, and continue implementation of the digitisation plan, policy and procedure.	% of scheduled activities completed	At least 50%	Records Team
	<b>Update – Q2</b> The project, ‘Norfolk Island Retention & Disposal Authority’ is an SDA KPI and once completed will create a legislative framework for the retention and disposal requirements of all Norfolk Island records under the <i>Archives Act 1983</i> (Ch). Working in conjunction with National Archives, we are creating an individual Records authority for each business unit of NIRC.			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<p>So far, Births, Deaths &amp; Marriages Management has been completed, and Emergency Response Management &amp; Radio Communications Management are in progress and are near completion.</p> <p>Emergency Response Management &amp; Radio Communications Management both require additional consultation by subject matter experts to complete a final draft ready to be submitted to National Archives for approval and publishing. We anticipate these will be approved and published by end of May 2026. Records authorities are being developed to have coverage for all external territories. Records authorities for NIRC records department to develop for 2026-2027 have been mapped out:</p> <p><u>Grouped:</u></p> <ul style="list-style-type: none"> <li>• Associations &amp; Companies</li> <li>• Licensing – drivers, firearms, liquor</li> </ul> <p><u>Separate:</u></p> <ul style="list-style-type: none"> <li>• Land Titles</li> <li>• Powers of Attorney</li> <li>• Tourist Accommodation</li> <li>• Motor Vehicle Registrations</li> <li>• Lotteries &amp; Fundraising</li> <li>• GIS</li> </ul> <p>Each of the above consists of extreme detail, cost and length of time and will be an ongoing project for several years.</p>			
5.10.2	Facilitate public access to historical records and information via inclusion in the Library’s collection	Digitised Hansard records and past annual reports publicly available	by 31 December 2025	Records Team
<p><b>Update – Q2</b></p> <p>All gazettes, media releases, Delegations Register, Legislative Assembly (LA) minutes &amp; Hansards digitisation are almost finished. The remaining LA minutes are due to be completed by end of March 2026. All the records that have been digitised have already been loaded into Content Manager.</p> <p>In the absence of a true website to be made to manage and maintain the records for all public to access – we can at this stage easily create a public access, stripped down version our online Content Manager with just these public domain documents available to search. This version of CM is user friendly and does not require passwords. This can be set up at the library and available to public before 30 June 2026.</p>				

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
5.10.3	Complete implementation of the NI Retention and Disposal Authority project	project completed	by 30 June 2026	Records Team
	<p><b>Update – Q2</b> This is the same as 5.10.1 above, will not be completed by the end of the financial year due to the detail and work involved. Work progresses.</p>			
5.10.4	Continue to implement Council’s EDRMS for remaining departments enabling central access and storage of all Council records	EDRMS implementation completed	by 30 June 2026	Records Team
	<p><b>Update – Q2</b> Training and implementation are continuing. Human Resources and Waste Management departments have been recent additions to using Council’s EDRMS. Digitising of historical corporate documents across the organisation has assisted in wider adoption as critical documents are sometimes only accessible by staff on EDRMS. All new Council staff undergo records induction and Content Manager training. All staff receive biannual group training sessions. New processes and further integration between other software such as Civica Altitude as part of continuous improvement are being implemented through UAT before rolled out for the wider organisation.</p>			
5.10.5	Implement an online system for booking forms as part of Council’s Digital First Strategy	% of forms available as online forms	10%	Records Team
	<p><b>Update – Q2</b> Online forms are progressing. Open forms module that is an adjacent product of open cities (our website platform) testing for 2026 FY has proven to be an inefficient method to develop an online booking system for Council. Requiring possibly hundreds of hours of set up over 150 forms, it appears to be limited in scope, with no integration for document collection. The system does not appear stable and various Council sections don’t have an appropriate method of managing or viewing the data. While there is support from Open Cities, the support is also narrow and consists of one face-to-face training session per month. Recommendation currently is to research a system that allows the end user to book and manage all key customer requests through a dedicated app, which the Council administers. The app would have wide scope of forms and requests for the customer to choose from – to have the coverage required to meet our organisation’s requirements. I would also recommend for a strong ‘supplier support component ‘written into any agreement.</p>			

## 6. A healthy and safe community

### COMMUNITY OBJECTIVES:

- Informed, active and healthy residents
- Focused and coordinated approach to health care
- A safe place for our families and visitors



Council's service delivery for 2025-26 to contribute to a healthy and safe community is described below.

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
<b>6.1</b>	<b>Emergency Management</b>			
6.1.1	Complete works on Rawson Hall to bring into line with Cat 5 Cyclone Rating, so that Hall can be used as Evacuation Centre	Cyclone rating determined; Works completed	by 30 June 2026	Facilities Team
	<b>Update – Q2</b> Grant funding being sought.			
6.1.2	Update the Norfolk Island Disaster and Emergency Plan, including planning for cyclones and tsunamis	Plan updated	by December 2025	Emergency Management Team
	<b>Update – Q2</b> The Norfolk Island Disaster and Emergency Plan was passed by the Emergency Management Norfolk Island Committee and sent to the Commonwealth Department and National Emergency Management Agency (NEMA) for review and comment on 8 December 2025. This discussion is ongoing.			
6.1.3	Develop a Water Shortage Response Plan in the context of emergency management	Plan developed	by September 2025	Emergency Management Team
	<b>Update – Q2</b> The Water Shortage Response Plan RP-07 is still in draft form; and noting that Council has a Drought Management Response Plan 2025.			
6.1.4	Facilitate Emergency Management Norfolk Island committee meetings, and conduct tabletop disaster response exercise	Number of EMNI meetings held	at least 6	Emergency Management Team
	<b>Update – Q2</b> One meeting held during the period September-December 2025.			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
<b>6.2</b>	<b>Facilities</b>			
6.2.1	Review and renew lease and licence agreements for Council facilities and Council-owned land as required	% of lease and licence agreements that are up-to-date	100%	Facilities Team
	<b>Update – Q2</b> Work in progress. Firm engaged to draft and standardise lease agreements across all portfolios.			
<b>6.3</b>	<b>Fire Services</b>			
6.3.1	Deliver community fire education, advice and preparedness information to support the local community, including school age children, to take appropriate action in the event of a fire	Number of programs delivered Ensure one school-age event in community education program	At least 5	Fire Services Team
	<b>Update – Q2</b> Ongoing weekly testing at the hospital. A work experience student was placed with the team for one month.			
6.3.2	Undertake regular testing and maintenance of fire alarms and equipment in public buildings and community areas	Proportion of testing regime completed	100%	Fire Services Team
	<b>Update – Q2</b> Part of the ongoing yearly testing program.			
6.3.3	Implement a maintenance program for fire service assets and equipment	Proportion of scheduled program completed	100%	Fire Services Team
	<b>Update – Q2</b> Ongoing annual training and maintenance program for fire service assets and equipment.			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
6.3.4	Respond to community fire incidents as necessary	% of incidents responded to within 10 minutes	At least 95%	Fire Services Team
<b>Update – Q2</b> As required				
6.3.5	Deliver an Airport Rescue and Fire Fighting Service in line with CASA requirements	CASA certification	Maintained	Fire Services Team
<b>Update – Q2</b> Licence renewal due last August, due to seven (7) safety findings CASA has not yet completed the renewal of the license. Audit conducted in Feb 2026, no new findings and Council is awaiting a letter regarding the licence renewal.				
6.3.6	Continue to implement Council’s PFAS response with water testing and ongoing remediation program at the Fire Station	Remediation completed  Number of sites tested Testing frequency	by 31 December 2025  At least 4 quarterly	Public Health & Environment Team  Facilities Team
6.3.7	As part of a program of ongoing improvements and identifying efficiencies, conduct a review of Fire services	Review completed	by end June 2026	Fire Services Team
<b>Update – Q2</b> Fire Service Review presented to Council.				
<b>6.4</b>	<b>Public Health</b>			
6.4.1	Implement the requirements of the Water Quality Assurance scheme to ensure safe drinking water on the Island, including: <ul style="list-style-type: none"> <li>- documenting and implementing a potable water testing program that includes restaurants and accommodation providers</li> <li>- working with water carters</li> </ul>	Number of QAPs in place for: <ul style="list-style-type: none"> <li>- Council-owned facilities</li> <li>- water suppliers</li> <li>- commercial businesses</li> <li>- accommodation providers</li> </ul>	2 4 30 65	Public Health Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<b>Update – Q2</b> Council reviewed a total of 103 Quality Assurance Plans			
6.4.2	Continue delivery of the Water Assurance Scheme, including: <ul style="list-style-type: none"> <li>- investigating options for expansion</li> <li>- maintaining the sewage network</li> <li>- seeking funding for Stage 1 of the Sewage Treatment Plant upgrade</li> <li>- implementing scheduled and priority actions of the Wastewater Management Strategy</li> </ul>	% of scheduled activities completed	At least 90%	
6.4.3	Conduct public (tourist accommodation) swimming pools and spa pools inspections in line with inspection schedule and work with pool and spa owners to resolve any issues that are identified	Number of inspections completed; Number of non-compliant and retesting required % of identified issues resolved	16  Less than 20%  100%	Public Health Team
6.4.4	Conduct scheduled inspections of skin penetration premises and work with premise operators to resolve any issues that are identified	Number of inspections completed; % of identified issues resolved	No target, report activity  100%	Public Health Team
	<b>Update – Q2</b> Update scheduled for Quarter 3 in 2026.			
6.4.5	Conduct routine Mortuary inspections and work with NI Health & Residential Aged Care Service to resolve any issues that are identified in a culturally sensitive way	Number of inspections completed; % of identified issues resolved	1  100%	Public Health Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
6.4.6	Assess and process Sale of Food licence applications and renewals, and conduct food premise inspections	Number of new and renewed licences issued; Number of inspections completed; % of identified issues resolved	No target, report activity  At least 100  100%	Public Health Team
<b>Update – Q2</b> - 99 Sale of food licence reminder notices has been issued. - Out of 99, 97 were renewed and 2 newly issue - 15 Sale of food inspections were conducted.				
6.4.7	In collaboration with NI Health & Residential Aged Care Service, deliver community education programs to promote and improve community health, and issue public health alerts if required	Number and nature of public health alerts issued; Number of education programs delivered	No target, report activity  At least 1	Public Health Team
<b>Update – Q2</b> <b>Nork Fuss</b> Oct - No FOGS – do & don’t – to flush Nov – Food Safety MythBusters Dec – Christmas Food Safety Tips <b>Facebook</b> Nov – Bird Flu investigation & education Nov – RUM (return unwanted medicines) collaboration with NI Pharmacy.  Flyers posted on community notice boards. BEACHWATCH				
6.4.8	Assess and process Animal Importation applications	Number of applications received; Number of permits issued	No targets, report actuals	Public Health and Environment Team

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<b>Update – Q2</b> Four (4) permits issued for dogs and three (3) for cats.			
6.4.9	Develop First Point of Entry requirements and processes, including consideration of container handling	First Point of Entry protocols developed and provided to Department of Agriculture, Fisheries & Forestry	by 30 June 2026	Manager Infrastructure and Services
6.4.10	Continue to monitor and publish Water Quality information related to public health in the Emily Bay and Slaughter Bay lagoons, utilising social media, radio and on-site signage.	Monitoring frequency; % of public health alerts issued within 24 hours following pollution incidents	weekly; 100%	Public Health Team
	<b>Update – Q2</b> - Weekly updates of recreation water quality at Emily Bay, Lone Pine, and Slaughter Bay. - Conditions variable due to weather conditions. - Enterococci updates			
6.4.11	Continue implementation of the Creek Monitoring Program	Sampling frequency Number of pollution incidents	quarterly Nil	Public Health and Environment Team
6.4.12	Continue water testing for PFAS at the POET filter (Point of Entry Treatment) influent and effluent sites	Number of sites tested Frequency of testing	At least 2 At least quarterly	Public Health and Environment Team
6.4.13	Participate in Water Quality Working Group meetings	Number of WQWG meetings attended	At least 10	Public Health and Environment Team
6.4.14	Implement additional rainwater harvesting at NIRC facilities by upgrading gutters and downpipes and installing water tanks	A minimum of 3 additional facilities providing rainwater harvesting	A minimum of 3 facilities connected	Manager Infrastructure and Services
	<b>Update – Q2</b> Constant program to upgrade gutters and downpipes.			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	100% roof catchment at the Works Depot refurbished with new guttering and downpipes and directed to Stores water storage tank. New tank installed at radio station.			
<b>6.5</b>	<b>Work Health &amp; Safety</b>			
6.5.1	Implement a WHS management program in compliance with legislative and SDA requirements, including: <ul style="list-style-type: none"> <li>- Develop Safe Work Instructions for activities performed on behalf of Council (e.g. management of confined spaces)</li> <li>- Conducting workplace inspections</li> <li>- Resolving workplace safety matters</li> <li>- Providing safety inductions</li> <li>- Provision of information to staff that promotes a safe and healthy workplace</li> </ul>	% of scheduled inspections completed;  % of staff who receive a safety induction	100%  100%	WHS Lead, Senior Safety Coordinator
	<b>Update – Q2</b> Progress toward implementing the WHS Management Program, in line with legislative and SDA requirements, remains ongoing. <ul style="list-style-type: none"> <li>- Work safety system operational, providing a single platform for inspections, meetings, toolbox talks, incident reporting, and improved WHS compliance and visibility.</li> <li>- Site Hazard and Safety Inspections completed for all operational areas, supported by the WHS Advisor and newly established Safety Groups.</li> <li>- Operational safety training delivered on-island across key functions, including plant and equipment operation and Asbestos Awareness.</li> <li>- Traffic Management Plans finalised, with stakeholder training and awareness sessions to follow for cargo and cruise operations.</li> </ul>			
6.5.2	Develop and implement a WHS Audit Action Plan, including: <ul style="list-style-type: none"> <li>- Consideration of resourcing</li> <li>- Establishment of a Working Group to support implementation and communication</li> </ul>	% of ‘Very High’ and ‘High’ priority actions completed, as per program	100%	WHS Lead, Senior Safety Coordinator

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
	<p><b>Update – Q2</b></p> <p>Outstanding audit findings and priorities set out in the Corrective Action Plan continue to be addressed methodically supported by regular and ongoing communication and consultation with NIRC staff on WHS matters.</p> <p>Department WHS Groups to form a key component of NIRC’s consultation framework and feed into the revised/reconfigured WHS Consultative Committee.</p>			
6.5.3	Subject to funding availability, deliver a Council-wide Safety Behaviour training program in consultation with the WHS Committee	% of staff who have completed training	at least 80%	WHS Lead, Senior Safety Coordinator
	<p><b>Update – Q2</b></p> <ul style="list-style-type: none"> <li>- Subject to funding availability, a suitable Safety Behaviour training program is under consideration.</li> <li>- A Safety Culture Maturity assessment conducted to assess the current perceived safety culture of council as an organisation and the projected culture in 12 months-time.</li> <li>- Council’s intent to recruit engage independent bi-annual assessments of Safety Culture Maturity towards determining tangible actions to advance the organisation’s overall safety maturity.</li> </ul>			
<b>6.6</b>	<b>Risk Management</b>			
6.6.1	<p>Review, update and implement the Risk Management Framework, including to continue to:</p> <ul style="list-style-type: none"> <li>- Reflect risk management in all Council policies and procedures</li> <li>- Update risk assessments and mitigation actions as part of asset management plan updates</li> <li>- Report to the Audit, Risk &amp; Improvement Committee on risk management actions taken</li> </ul>	% of all Council policies and procedures that reflect risk management principles and guidelines	100%	Office of the General Manager
	<p><b>Update – Q2</b></p> <ul style="list-style-type: none"> <li>• Risk Policy, Procedures and Framework going to ARIC meeting in June 2026.</li> <li>• Strategic and Operational Risks will be presented to ARIC Workshop early in 2026.</li> </ul>			

Ref	2025-26 actions	Measure	2025-26 Target	Responsibility
6.6.2	Update and develop Business Continuity Plans to support critical services across Council, and ensure staff are trained in their implementation	% of critical services with a contemporary Business Continuity Plan in place; % of relevant staff who are trained in Business Continuity Plan implementation	100%  100%	Governance Team
<b>Update – Q2</b> On track to be finalised.				