



**The Administrator
Australian Territory of Norfolk Island**

Norfolk Island Report

May 2017

Introduction

Whilst I had done extensive reading and had had a series of comprehensive briefings from the DIRD and the former Administrator, it was still with some apprehension that I stepped off the Air New Zealand flight from Sydney on the 2nd of April 2017 to start my role as Administrator of Norfolk Island.

I was greeted by the Mayor inside the arrivals hall and although I understand there were 'observers' present, those who had previously been active protesters at the airport for any arrival and departure of Gary Hardgrave, they were all well behaved.

Having unpacked and familiarised myself with Government House, I proceeded to the Old Military Barracks to introduce myself to the protesters at the 'tent city'. At that time only two people were in attendance, s 47F Both were polite and most civil and our fifteen minute discussion was largely confined to history, weather and the importance of families. My justification was only as an act of courtesy, given I would be driving past them each morning and evening.

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In the past six weeks I have really endeavoured to reach out to as many within the broader community as possible, be that in formal meetings or by joining sporting clubs, dropping into the Leagues or Bowls Club for a chat after work with the 'locals', or taking an interest in the activity on the Kingston Pier when a ship is being unloaded, in fact I was offered and accepted an invitation to ride on one of the barges that tow the lighters between freight ships and the Kingston Pier.

In the functions I have hosted thus far at Government House, we have broadened the list of invitees and the response has been encouraging to date. s 47F

s 47F They are progressing with accuracy and precision in what is indeed a complicated legal framework to be operating within. We would like to see faster progress in some areas of the reform process, but I hesitate to point to any area where we could add value by diverting resources as things stand currently. s 47F

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I speak with s 47F regularly and have a good working relationship with my key assistant on Norfolk Island. s 47F s 47F All visiting Commonwealth staff are providing me with briefings of their meetings when visiting Norfolk Island and increasingly I am able to support their visits with better 'local knowledge' as I build networks within the community.

One area we need to be cognisant of is aged care. Care Norfolk is doing a good job in providing in home care support, but there is a distinct lack of independent or assisted living opportunities as people look to downsize from the larger family home. Changes to Planning Laws will assist in this area, but it presents a real risk in my opinion as Australians who moved to Norfolk Island twenty, thirty or forty years ago are now getting to an age where they need reassurance that support is available to transition, (if needed) to a residential aged care facility. It is about having this certainty that provides security as they age. The residential aged care facility at the Norfolk Island Hospital is in my opinion well below an acceptable standard. I am encouraging engagement with Not-For-Profit providers in the sector to consider options for Norfolk Island. s 47F

For your reference, I have made contact with Assistant Minister for Education Karen Andrews' office regarding training and apprenticeships on Norfolk Island. It is an area of some concern across the community (I understand Gai Brodtmann has also raised this matter with you) and a risk to the local economy. It impacts across the tourism sector from accommodation to food preparation. There is in my opinion greater potential for training in and around KAVHA in tourism, heritage management and archaeological conservation.

KAVHA presents great opportunity for stimulating economic growth on Norfolk Island. The Commonwealth must show leadership here and KAVHA can be the exemplar for tourism on Norfolk Island and for contemporary Heritage interpretation nationally. The model of governance for KAVHA will need to change and it makes sense to incorporate all the museums within the site under one management structure. I am most enthusiastic about contributing to such change through my role as Chair of the KAVHA Advisory Committee. As you are aware, six of the eleven Convict World Heritage sites are in Tasmania and I had a close working relationship with all of them including the Port Arthur Management Authority during my time in parliament. The commercial success of Port Arthur is due in no small measure to the governance structure they have in place through the GBE operating as the Port Arthur Historic Site Management Authority (PAHSMA).

Again for your reference I have extended an invitation to Minister Frydenberg to consider visiting Norfolk Island post the meeting of the Australian Convict Sites World Heritage Steering Committee, to be held on Norfolk Island in August 2017. Encouragement from you to this end would be also most welcome. By this time we should also have completed an Economic Feasibility Study of KAVHA being undertaken currently by the Centre for International Economics.

You may remember visiting with Gary Hardgrave, the Bounty Folk Museum at the top of Middlegate Road. s 47F

so have sought advice through Minister Fifields office about the possibility of an assessment being undertaken by Museums Australia.

Finally access to Norfolk Island by air remains the single biggest enabler for economic growth. Growth within the local economy is essentially capped by the number of available flights. The commitment shown by the Commonwealth underwriting Air New Zealand flights has been critical to the growth that is currently occurring and it is most encouraging to see that visitor numbers are predicted to exceed 30,000 for the first time since 2007/2008. Anecdotally businesses on the island are doing better than they have for some time. I have recently written to the GM of Australian and New Zealand operations at Jetstar Dean Salter, informing him of the growth that is occurring within this market and seeking his perspective of future growth potential out of Victoria and possibly New Zealand.

So the prisms through which I am trying to view my engagement are as follows:

- Social Cohesion – The role I can play to support the community to focus on the future.
- Access to Norfolk Island – Specifically air services for passengers and freight.
- Economic Development – With an emphasis on the role KAVHA can play to drive investment and visitation.
- Improved understanding of and easier access to Government Services – Normalisation!

Leadership

In addition to the regular updates we are providing in the local media, I am encouraging the local community to wherever possible be the champions of successes in the process of reform. The hospital upgrades are going well and health as we are all well aware is a policy area that touches all of us directly or indirectly at some point in our lives. Getting this right is critical! I am most encouraged by the leadership and expertise of all those engaged through NSW Health.

I have met with all the Australian Government Agencies represented on Norfolk Island and will be initiating regular ongoing discussions both individually and jointly in the coming months.

Community Engagement

This has been embarked upon with a renewed vigour.

We have regular contributions in the printed and on-line media and I recently conducted my first radio interview that served as both an introductory piece and to announce additional passenger flights out of Brisbane in August. It is my intention to look at a monthly 'conversation' on the local radio station.

I have initiated and have been offered meetings with many community groups and organisations over the past six weeks and hosted multiple informal and formal functions at Government House.

At a grassroots level, I have s 47F walk into the numerous clubs and bars to chat with the locals. I have joined the squash, golf and outrigger canoe clubs. I was invited to address the Lions Club last Tuesday and have previously attended the White Oaks morning tea at the RSL. I was proud to give the key note address at both the ANZAC dawn service and mid-morning service last month.

Committees

In this instance I would refer to comments in my introduction, which included notes on KAVHA.

For your reference I have also been nominated to be the Commonwealth representative on the Cascade Cliff Management Board.

Delegations

The delegated powers made by you to The Administrator are indeed substantial as they are diverse. I am supported again most comprehensively by the technical knowledge available within the DIRD.

The framework for community consultation relating to implementation of NSW Applied law to progressively replace Norfolk Island Laws was released last week and I have not had any negative feedback at this point.

Working with the Department

I value the support provided by the DIRD and have referred to this in my introductory comments.

Reporting

Well noted.

Media

Again well noted and understood.

For your reference I have had one interview on the local radio station thus far, but subject to availability have indicated a willingness to provide regular monthly updates through this medium.

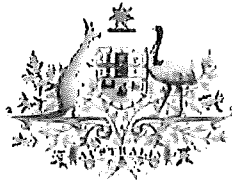
I am increasingly able to also assist the department in reviewing the content and perhaps more significantly the style of media releases into the local paper.

Official Hospitality

As mentioned previously, we have hosted a number of functions at Government House since my appointment. We have consciously endeavoured to broaden the invitation list of local community members; I am pleased to report with some success.

The decision was made not to host a community breakfast this year for ANZAC Day after discussions with the Norfolk Island RSL Sub-Branch. This however was a decision that will be reviewed in 2018.

Eric Hutchinson



The Administrator
Australian Territory of Norfolk Island

The Hon Nola Marino
Assistant Minister for Territories and Regional Development
Parliament House
CANBERRA ACT

21 January 2020

Dear Assistant Minister Marino,

Please find attached my Administrator's report for the period ending October 2019.

ADMINISTRATOR'S REPORT
For Period ending 31 December 2020

Let me formally take this opportunity to congratulate you on your appointment as Assistant Minister responsible for Territories, in particular Norfolk Island in May of 2019.

There has been a lot of good work initiated and progressed in the past seven months to which I trust I have captured in my report.

I look forward to continuing to work with you to deliver on the intent of the Governance changes made in 2015 by the Australian Parliament, that despite the discontent expressed by some in this community, are changes that will bring over time significant benefits to those fortunate people that call Norfolk Island home.

Supporting sustainable economic growth on Norfolk Island will be a particular focus of my work in the next eighteen months. Alongside of tourism there are opportunities for expansion and coordination of the agricultural sector on Norfolk Island, both in the export of raw and value added agricultural produce, for local consumption and export.

Norfolk Island is truly a very special part of Australia.

Updates on day to day issues will be provided on our scheduled phone conversations and more strategic matters will be discussed face to face either here on Norfolk Island or during my visits to Canberra.

**Please note the following should be read as an update to the report prepared in February 2019.
(copy attached)*

Progress of Governance Reform

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Finding a partner to deliver State type services continues to be a challenge and I know you are well aware of the importance of getting the right partner in place for the longer-term. I feel sympathy for the school community here, whilst acknowledging the good work being done by you and the department to find a solution, the uncertainty of the current situation presents challenges for staff, students and the broader school community. I am reassured that the community does understand that work is being done to find suitable solutions with a long term partner.

As part of the changes post 2015, a number of the responsibilities that were originally delegated to the Administrator by the Minister have been removed. Some have been transferred to the Norfolk Island Regional Council (NIRC) officers and some have been transferred, or at least replicated, with departmental staff. De-centralisation of decision making is a good thing, but I have ongoing concerns about capacity issues within NIRC and ceding decision making powers within departmental officials is generally counter to this approach. Some caution should in my opinion be shown and justification demonstrated.

It is most pleasing to see that we have found a mechanism to deliver Home Care Packages to eligible residents here on Norfolk Island. Your colleague and Assistant Minister for Aged Care Senator Richard Colbeck has provided assistance in achieving this good outcome for the community.

Local Government

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With a new General Manager now in place it presents an opportunity to work with NIRC to develop a Strategic Plan as discussed during our last visit to Canberra. A piece of work that can lift the NIRC Plan to a higher level with outcomes to include a clear pipeline of priority infrastructure projects for Norfolk Island that are agreed within the community. This should enable the Federal Government to better understand the priorities of the island s 47F

Having met with the new GM on a number of occasions now I feel confident we can work to deliver a valuable framework for all stakeholders to use into the future.

Similarly, I will be seeking to meet with Assistant Minister Alex Hawke during my next visit to Canberra to seek his engagement of how Norfolk Island can play a more engaged role in Australia's Foreign Policy agenda in the Pacific. Norfolk Islands Economic, Cultural and sporting connections within the regions over many years may not always be appreciated or understood. It is an opportunity that is undervalued at present.

Kingston and Arthurs Vale Historic Area

The establishment of the KAVHA Community Advisory Group a model based on a similar successful arrangement at Port Arthur, is proving to be a very good initiative. A good cross-section of the community volunteered for these positions and this is an indication of the interest there is in this significant and well-loved community asset.

Governance remains the single most important change required to see KAVHA deliver on the promise made to this community with World Heritage listing. The establishment of a dedicated team led by the Heritage Manager that is responsible for asset management and cyclical maintenance of this significant asset to the community. Money could be better directed if avoiding the SDA arrangements with the NIRC and with this would come better and more direct lines of accountability.

KAVHA presents opportunities to build bridges within this community, given that the community and government ambition for greater economic activity and to see KAVHA driving increased visitation to Norfolk Island are broadly aligned.

Advocacy, stakeholder management and community engagement.

In my previous report I used the word "healing", whilst in part true, on reflection it is the rebuilding of trust that is important to many within the community. People on Norfolk Island like to know what is going on in their community. Sometimes unfortunately misinformation travels faster than factual information.

In such a small and intimate community, the interaction of many federal government agencies is so much more visible than in other parts of the country and therefore to avoid misinformation being shared within the community, good communication and education is necessary.

Whilst it doesn't always suit the narrative of how some in the community would like to characterize my role, nevertheless an important part of my role and one I take very seriously is to keep you informed on views widely held within the community on particular issues.

I continue to meet regularly with Commonwealth Agencies located on island and those visiting from time to time. Regular engagement with business and community groups is ongoing and I and my office are taking a particular focus on how to support and engage better with younger people on Norfolk Island. An informed and empowered youth will be better prepared to be the leaders in this community in the future.

Discrete Projects

Oral History Project

Is well underway with a small group of locals now working with the National Library to identify participants and undertake interview training. I look forward to this being a constructive and worthwhile opportunity for understanding this period of time in the island history.

Youth Summit

My office is working with a core group of young Norfolk Islanders (aged 16 to 25 years of age) to develop an overarching theme and itinerary for a Youth Summit to be held on Norfolk Island in late 2020 or early 2021.

Pacific Peace 2020

My office continues to support this exciting event planned for August next year. We all look forward to your attendance and that of other senior Australian government representatives at this event.

Old Military Barracks

I am continuing to seek support from within the community for better utilization of this important precinct within KAVHA. There does seem to be a willingness from many in the community, including those who have previously been supportive of this protest, that time has moved on and there are other ways of getting their message across. Most see the need to tidy up the one-person protest that detracts from the OMB precinct.

Bee Sanctuary

My office is continuing to work with stakeholders and NIRC to explore mechanisms for declaring Norfolk Island a Bee Sanctuary.

Biosecurity Strategy

My office is preparing a paper to support the funding of a community-led Biosecurity Strategy.

Domestic Route

My office is preparing a paper to support Norfolk Island becoming a fully domesticated route for both passenger and cargo movements. It is acknowledged that this will require considerable investigation and testing of current customs and biosecurity legislation, aviation policies and protocols and infrastructure requirements.

Shipping Services

My office has established a local working group that helps inform the work being commissioned by the department on Ports Management and Shipping. Given recent decisions by the operators of shipping services to the island, we now have a focus on short/medium term contingencies.

As you are aware the Department are conducting a Ports Management Strategy that as a result of a Sea Freight Working Group I have established now includes looking more broadly at sea freight operations on Norfolk Island. This is really medium and long term challenges and infrastructure requirements.

For the past six months I have been discussing concerns many in the community are raising with me regarding the cost and sustainability of shipping break bulk cargo to Norfolk Island. With the removal prior to Christmas of the Capitaine Wallis from the route due to safety issues reported by NIRC as required under the SDA with the Commonwealth, the shipping company PDL reverted to again using the Southern Tiare. This vessel has obligations to service the Chatham Islands in NZ and whilst three sailings were scheduled prior to the new year, currently there are no further scheduled shipping services to Norfolk Island by Pacific Direct Line (PDL) or any other commercial operator. The only sea freight currently booked is on a NIRC chartered barge in late February that is bringing in a new crane and a car dump and the excess capacity of 400 tonnes of freight when advertised was sold in three days to importers here.

There is consideration being given by PDL for 6 or 7 sailings of the Southern Tiare from mid-March, but nothing is confirmed and no bookings are being taken currently. Even if this eventuates it will leave a deficit of approximately 40% of the annual freight task for Norfolk Island.

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PDL are prepared to do a trial using containerised freight and a barge and are seeking some assistance in relocating the barge from the Cook Islands for this trial. The trial will be run using real cargo backlogged in Auckland with a contingency to break the cargo down if the trial fails and offload the cargo as is usually done.

In addition, a number of other commercial operators are interested in utilising the temporary groyne at Ball Bay, but the permit issued by Parks does not currently allow for use outside of Boral and a one off use by the NIRC for the barge described above. An application will be made by NIRC to broaden the access permit to the temporary groyne in Ball Bay.

This is the most serious issue for the economic viability for Norfolk Island in the short term. I have been briefing the Department for nearly six months on the importance of this issue to this community.

Other matters

Thank you for informing me of the PFAS this issue was identified. This has been managed very well and the community has been kept informed and seems comfortable that all that needs to be done is being done. The representatives from Defence, Health and Environment and I have done two radio interviews that were informative, reassuring and well received by the community.

Federally funded infrastructure projects are broadly welcomed by the majority of the community. The recent delivery of the new PTV's had seen a broadly positive response from the local community. The successful unloading of 1883 passengers on the first cruise ship for the season was a real highlight and provided a good boost to many local businesses.

The airport runway upgrade, whilst not well managed from a community communication perspective by the NIRC and I agree with this assessment, is a critical piece of infrastructure for Norfolk Island and the local economy and is now progressing well.

I look forward to continuing to work with you and your office in the next 18 months to deliver on the Australian Government's commitment in 2015 to provide access to equivalent services enjoyed by Australians in other parts of the country.

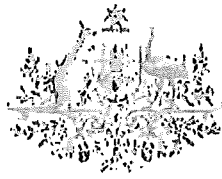
Yours Sincerely

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Eric Hutchinson
Administrator, Norfolk Island
January 2020



COPY



**The Administrator
Australian Territory of Norfolk Island**

The Hon Sussan Ley MP
Assistant Minister for Regional Development and Territories
Parliament House
CANBERRA ACT 2600

6 February 2019

Dear Assistant Minister, *Sussan*

Please find attached my Administrator's report for the period ending December 2018.

Administrator's Report – Quarter ending Dec 2018

As you are aware the role of the Administrator of Norfolk Island is unique in the sense that it is both an appointment of the Australian Government to support and implement policy, but similarly it provides the Norfolk Island community with a direct link to you as Minister and other parts of the Australian Government and as such to advocate on their behalf.

Progress of Governance Reform

In respect of Commonwealth responsibility, it is fair to say that good progress has been made over the past three and a half years. This community is significantly better off with the access they now have to subsidised medical services via Medicare and drugs via the PBS. Social Services provide support and assistance on a broadly equitable basis to a greater number of people than was the case prior to 2015; be this access to the Aged Pension, Newstart, Disability Support Pension or Carers allowance.

In the coming months it is expected that the Corporations Act and Telecommunications Act will come into force on Norfolk Island, both will broadly have benefits for the residents of Norfolk Island by reducing impediments to investment and the costs of doing business on the island.

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Delivering State type services has presented more challenges. Health and Education, with the cooperation of NSW, are well serviced and the community of Norfolk Island has access to high quality services in these areas. The consultation being presently undertaken with the community about the suite of State type services needed in the future and the development of a business case to government for a new medical facility is an enormous opportunity, not only for the community in respect of health services, but if undertaken collaboratively for the broader governance reform process.

Outside of the New South Wales Local Government Act under which the Norfolk Island Regional Council operates, the absence of a willing state partner has necessitated a number of innovative alternatives. In respect of Early Childhood Education, the Commonwealth has found alternative ways of meeting the required Quality Framework to allow parents to be able to access federally funded fee relief. In the case of Child and Family Wellbeing, an appropriately credentialed NGO Key Assets is delivering the regulatory obligations within this sector.

This is significant and reflects necessity, but also I would contend the need more often than not to provide "tailor-made" solutions for such State type services on Norfolk Island, ultimately acknowledging the reality of providing services in such a unique and remote location outside of the Australian mainland.

Local Government

The Norfolk Island Regional Council (NIRC) has been in operation since July 2016. They have responsibility for many more functions that would typically be that of local government in other parts of Australia, including delegated statutory functions. Additionally they provide services typically provided by State Governments elsewhere, funded by Service Delivery Agreements (SDAs) with the Department of Infrastructure, Regional Development and Cities (DIRDC).

NIRC has made very significant progress in respect of governance processes and transparency. Elected Councillors still struggle with the procedures they are obliged to follow when bringing matters forward, this in comparison to the way in which such matters were dealt with within the former Legislative Assembly. Significant progress has been made to address Waste management on Norfolk Island to the great credit of NIRC.

The resealing of the Airport Runway in the next few years is a major capital works programme being funded by the Commonwealth; s 47F

In addition to State type functions the NIRC has inherited a number of quasi commercial entities from the former Norfolk Island Administration including:

- Norfolk Telecom
- Norfolk Power
- Liqueur Bond
- Norfolk Island International Airport.

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NIRC supplies a workforce and resources within the Kingston and Arthur's Vale Historic Area (KAVHA).

It should be noted that it was a recommendation of the appointed Norfolk Island Advisory Committee that those entities listed above not be included within the newly formed NIRC, I believe for very good reasons. s 47F

Kingston and Arthurs's Vale Historic Area

KAVHA is a World Heritage listed site managed by the Commonwealth. It is an extraordinary asset and one which will in the fullness of time be an economic driver for local businesses on the island and a catalyst in and of itself in attracting visitors to Norfolk Island.

The recent appointment of a new Commonwealth Heritage Manager is exciting and having met the person recently I am confident his skills and knowledge will be an enormous asset for KAVHA. An Interpretation Plan for KAVHA is being developed to ensure the prioritisation of, and best value from, investment in interpretation activities and close collaboration continues with the staff and management of the Port Arthur Historic Site Management Authority.

The two priorities as I see it for the site are: firstly to get the right Governance structure in place to allow better interaction with private businesses to enhance the visitor experience within the site and secondly to acknowledge the obligations the Commonwealth has, without any assistance from a State Government for maintenance of the universal World Heritage values. This latter point requires an appropriate level of funding and a dedicated team working within the site. Progress is being made here, but given the proximity of the site to

destructive effects of wind and salt water, a constant regime of cyclical maintenance is required just to maintain the asset.

Finally in respect of KAVHA it provides an incredible opportunity for training of apprentices in a number of vocational areas, but with the added benefit of the heritage conservation training and skills, that comes from working on historically significant buildings.

Advocacy, stakeholder management and engaging with the community

As Administrator I have endeavoured to be accessible to as broad a cross-section of the Norfolk Island Community as possible. s 47F

I have endeavoured to reach out in a variety of ways to the local community, via radio, The Norfolk Islander, online media and by a willingness to meet with community groups and individuals. The range of people attending community functions at Government House has increased significantly in the past eighteen months and this has been part of the "healing" for this community I have endeavoured to bring in my capacity as Administrator. This community was at war with itself two years ago and no good or productive outcomes can be achieved in a sustainable and meaningful way in such a circumstance. s 47F

My Executive Officer I had inherited when I arrived in April 2017 decided to depart Norfolk Island to be closer to family in Queensland in May 2018. The position was backfilled by the DIRDC for nearly five months whilst a permanent replacement was found. s 47F

I host monthly meetings with other Commonwealth Agencies stationed on Norfolk Island. Whilst informal in structure, they continue to be a valuable place to exchange information that directly or indirectly impacts on the broader governance reform process.

United Nations Submission

As you are aware the UN has communicated with the Australian Government in respect to the petition lodged with the UN Human Rights Committee on behalf of the Norfolk Island Council of Elders. Reading the newspapers one might believe there is overwhelming support for this action. The counter to this is that many people who call Norfolk Island home are concerned about what this means for the island going forward. No one wants to lose their Medicare Card, but it is more about the uncertainty that is being created by the actions of a small number in the community.

The failures of the former Norfolk Island Assembly and Administration have not been forgotten by the majority of the community. Whilst it is acknowledged that the progress of providing this community with access to a range of services that other Australians receive has been slower than anticipated and at times the community consultation and engagement could have been enhanced, broadly the need for change was accepted within this community. There are no prizes in a small community for sticking your head up and for many it is just easier to be seen to be going with the flow, but in private conversations the acknowledgment of the need for changes to be made is well understood. s 47F

What needs to be also understood is the fact that there is here on Norfolk Island a group of people that are actively and in different ways trying to discredit the work of the Australian Government and create a sense of chaos about the process of governance reforms. s 47F

What's required are regular and factual updates for the community, from DIRDC, this office and for more significant matters yourself. Where we leave vacuums then this will often be filled with factually incorrect information or rumours. I am most encouraged by the DIRDC's acknowledgment of a need for a Community Engagement Strategy, something I identified early on in my tenure. We still need to rebuild trust within the community, but it remains my firm belief that the majority of the community members on Norfolk Island do not want to go back to what was in place prior to 2015.

Discrete projects

Oral History of Governance on Norfolk Island

I am very pleased to say that I have received support and funding from DIRDC to partner with the National Library of Australia to conduct an oral history project on the changes to governance on Norfolk Island over the past four years. It is a significant moment in history and should be recognised as such, with the experiences and differing views of the local community captured for an historical account of this significant change. 2015 was no less significant than 1979, 1914, 1856 or 1788 in many respects. The project will be undertaken over two years and includes a commitment to record ninety interviews, with local people living here at this time.

Victory in the Pacific Day and 2020

The 75th Anniversary of the cessation of hostilities in the Pacific will be commemorated on Norfolk Island between the 1st and the 15th of August 2020. An ambitious programme of events is proposed and a strategic plan has been commissioned and an organising committee formed. I have agreed to be part of this committee, along with the Mayor of the NIRC and other members of the Norfolk Island RSL Sub-Branch. I have already had encouraging discussions with Minister Darren Chester's office about support for this event. Given Norfolk Islands location it would be well placed to serve a focal point of Australia's commemoration


of this important historical milestone. Your support in endorsing the role Norfolk Island played in the war in the Pacific and this event would indeed be welcomed.

It is envisaged that representatives from the USA, NZ, UK the ADF and indeed Japan would be invited to these commemorative events. The Mayor is particularly keen to see HRH Prince Harry attend the event given his military involvement and support for the Invictus Games.

Cultural Centre

There has long been a desire from some members of the community to see a "Cultural Centre" established on Norfolk Island. Others have described this as a "History of Governance", to tell the story since the first European settlement in 1788 on the island. More recently I was contacted by a member of the community suggesting that the Old Military Barracks would be a suitable place for such a facility. I would have no objections to this location apart from the fact it is the location of a protest against the Australian Government's decision in 2015 to disband the islands Legislative Assembly.

Many in the community, including those who have supported this protest in the past, believe it is now time to move out of this location, perhaps up to the Norfolk Island People for Democracy offices in Burnt Pine. It is something of an eyesore and limits the use of the area for tourism activities within KAVHA. s 47F




Continuing reform

In my role as Administrator I deal with in what could be classified as either: Issues, Business as Usual or Strategic policy. Issues need managing and come and go, BAU are often the responsibility of officers or DIRDC staff, and therefore it is the strategic policy and planning that I have a proportionally higher focus upon.

Looking ahead we are focussing more on strategic initiatives. There will always be "issues" that need to be responded to, but remembering there are certain elements that make an art form of creating issues where there are no issues, to cause confusion and distract from the main tasks. There is increasingly the "Business as Usual" in respect of service delivery on the island and a better understanding on the island of where you go to get assistance with, for example pensions or Medicare.

Community engagement

Taking a leading role in community consultation will be critical in the coming months. s 47F



Tailor made solutions

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Domestic route

I will be endeavouring to see flights to Norfolk Island depart from domestic terminals on mainland Australia. This was always the intent of the decision to remove the need to carry passports in 2015. We should be able to find a way through this and make it easier for people to choose Norfolk Island as a destination, encourage a greater likelihood that other airlines would be willing to compete on this route with the current air service operator and reduce costs to airline operators and therefore consumers. It will be issues around bio-security and possibly cabotage that will need to be resolved in order for this to occur.

Strategic legal framework

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It will continue to be a challenging few years that lie ahead and I look forward to supporting you in your role as Assistant Minister for as long as I have the privilege to be appointed as Administrator of Norfolk Island.

Yours sincerely

Eric Hutchinson

