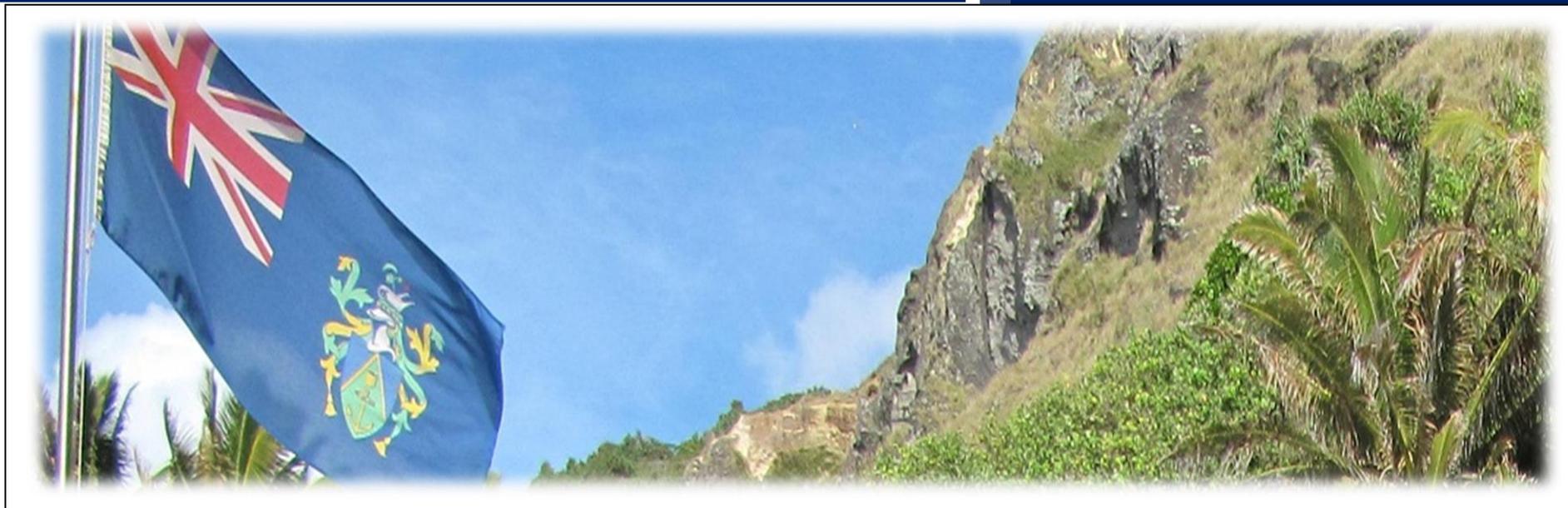


PITCAIRN ISLANDS STRATEGIC DEVELOPMENT PLAN



Government of Pitcairn Islands



2014-2018

EXECUTIVE SUMMARY

- 1) The SDP originally written in 2012 has been comprehensively reviewed by the current Pitcairn Island Council.
- 2) Pitcairn in 2014 faces a number of significant challenges. It has a population of 51, a figure reasonably static for a number of years, a workforce of about 30 now rapidly aging, few people of child bearing age, and so no prospect of internal growth. People hold multiple jobs to survive on low wages as well as attending to market gardens, fishing and making curio's to sell on cruise ships to supplement income. Serious capacity issues are becoming increasingly self evident.
- 3) Progress against the revised SDP will be reported monthly via Council reports with a quarterly review/workshop.
- 4) Pitcairn acknowledges and appreciates the ongoing financial contribution and infrastructure support provided by HMG and The EU. Pitcairn also looks to consolidate and further develop relationships with SPC and a number of NGO's who work with and support the Pitcairn Islands.
- 5) Current budgets for the 2016/7 financial year and audited financial statements for the year ending 2015/6 are also included for reference in the addendum.
- 6) Because we are a workforce of only 30 the revised plan has been scaled down to what is achievable, concentrating on four recognised key areas:
 - (i) Repopulation;
 - (ii) Economic Development;
 - (iii) Environmental Management and;
 - (iv) Health Care
 - (v) Accessibility
 - (vi) Infrastructure Development to support the five main pillars.The plan also includes future economic development and possible funding opportunities under EDF 11
- 7) Pitcairn needs to repopulate. The Diaspora survey conducted by Solomon Leonard noted that it is less than likely that Diaspora would return because they are settled comfortably elsewhere so growth must come from attracting new migrants. The report also identified three areas of concern as barriers to repopulation.
 - (i) Concerns about child abuse.
 - (ii) Lack of acceptance of outsiders.
 - (iii) Affordable transport and Island accessibility.

- 8)** The revised SDP and the Repopulation Infrastructure Plan 2014-2018 included in the addendum seeks to proactively address the issues raised in the Diaspora Survey with a more user friendly approach and seeks to address other related problems like youth retention. It is accepted that migrants will now need to come from outside the Pitcairn Diaspora, attracted by a better life, and that once they are here, provisions must be in place for their care including the challenge of finding them employment. The EU budget support programme funded under the 9th and 10th EDF provide an ideal opportunity to create a platform for this. Affordable accessibility remains a major concern and is covered in the economic section of the plan.
- 9)** Reducing budgetary aid will only come from increasing top line income. Exports are limited by capacity, size of the Island, distance of markets and regularity of shipping. Tourism presents Pitcairn's biggest, perhaps only real opportunity of significant growth. Everyone appreciates the need to reduce reliance on budgetary aid and to create greater income opportunities for the community.
- 10)** Environmental Management, protecting our environment for future generations is becoming increasingly important. As well as impact assessments (EIA) on all road and construction projects, increasing efforts are being concentrated into areas like combating soil erosion, water and waste management, management of endemic plants and birds on all four Islands and protecting the unique eco systems within Pitcairn Islands 800,000 Sq kms of EEZ.
- 11)** Pitcairn is moving demographically to an aging population. Its aging workforce will soon not be sufficient to maintain essential services. Elderly care issues must also become an increasing budgetary factor. Good progress has been made in planning for this eventuality.
- 12)** In every publication and DVD on Pitcairn produced since the 1950's the program finishes with the question. "Will this be the last generation"? Some 60 years later Pitcairn is still here. None of us can afford to be the man with the "sandwich board" saying "the end of the world is nigh" but as we move rapidly to an aging population, the community, with numbers static since the 1980's now faces some real challenges and serious capacity issues. While looking at repopulation as a genuine option we also need to examine what happens if we do not repopulate and we stay as we are. We now need to look realistically at contingency planning. This process will be monitored and discussed over the next six month at Council. If no applications are received by March 2017 a comprehensive contingency plan will need to be formulated.
- 13)** This is a live document to be updated as we work through the plan.

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PITCAIRN ISLANDS COUNCIL MISSION STATEMENT

The Island Council is focused on creating a better Island and a better community for all.

Pitcairn Islands are for everyone, everyone is welcome.

Everyone on Pitcairn Islands has the right to be treated with respect and dignity and valued as an individual.

Everyone on Pitcairn Island should strive to put differences aside in public situations.

Everyone on Pitcairn Island must change the attitudes of the past and strive to build a better future for us and future generations.

VISION STATEMENT

This document prepared by The Pitcairn Island Council and the wider Community strives to protect Pitcairn's unique lifestyle and heritage by focussing on repopulation, economic growth, health care and environmental protection which will enable Pitcairn to further develop for the benefit of both the community and its partners.

1. GENERAL BACKGROUND

1.1 PITCAIRN ISLANDS

The Pitcairn Islands are a group of four Islands comprising: Pitcairn, Henderson, Ducie and Oeno. The islands are located in the South Pacific Ocean, approximately midway between New Zealand and South America. Pitcairn is the only inhabited island and is the peak of an extinct volcano with an approximate land area of 4.5 sq km (2 sq miles) and rising to a height of 347 metres (1,120 feet) above sea level. The inhabitants are mostly descendants of the mutineers of HMS Bounty and their Tahitian companions, a story that has been made famous by numerous books and Hollywood movies. The climate is sub-tropical with rich volcanic soil and lush vegetation.

Henderson Island, a raised coral atoll, is 193 km (120 miles) northeast of Pitcairn. It was declared a World Heritage Site in 1988, with its unique natural environment of endemic plants, insects and seabirds. In August 2011, the RSPB carried out a comprehensive but unsuccessful rat eradication programme to protect and restore the natural wildlife on the Island. Further investigation will commence in 2015 in an attempt to address the issue. In the past, the island was visited frequently to harvest the miro and tau trees used for carving wooden souvenirs, but in recent years the trees have been left to rejuvenate and permit a more sustainable harvest.

Ducie Island is an atoll about 470 km (290 miles) to the east of Pitcairn and is too far away for the Islanders to visit frequently.

Oeno Island is about 143 km (89 miles) to the northwest of Pitcairn and consists of a coral atoll surrounded by a large reef-protected lagoon. Pitcairners visit the island occasionally.

The Pitcairn Islands have an Exclusive Economic Zone (EEZ) of about 836,000 sq km. The waters are pristine, clean and relatively unpolluted.

Pitcairn has a dedicated shipping service for cargo and passengers (MV Claymore II with 12 passenger berths) that is subsidised by the HMG. The current shipping contract provides annual services for: (i) 4 cargo voyages to and from New Zealand; and (ii) 8 passenger services to and from Mangareva, one of the southernmost islands of French Polynesia with regular air flights to and/from Tahiti and beyond.

1.2 PITCAIRN ADMINISTRATION AND LAWS

The Pitcairn Islands are a British Overseas Territory. The governance and institutional structure is set out in the Pitcairn Constitution Order 2010 (March 2010). The governance structure is broadly defined as follows: (i) administration is headed by the Governor (British High Commissioner to New Zealand) appointed by HMG; (ii) the Administrator, who normally resides on the Island for 12 months; (iii) the Island Council is an elected body, consisting of the Mayor, Deputy Mayor, five Councillors, the Administrator who sits on Council as an ex-officio member. The Governor and Deputy Governor are also ex-officio members; (iv) actual on-island operations are supervised by four Divisional Managers (Community Development, Natural Resources, Finance & Economics and Operations) who report to the Island Council; and (v) the Pitcairn Island Office (PIO), based in Auckland, provides administrative and financial support. Within this structure, the Island Council and the Divisional Managers exercise general day-to-day administration, with advice and support from HMG with whom Council works in partnership. PIO is responsible for administering the annual budgetary aid requirements in collaboration with the Island Council and HMG.

As part of the reform process, new policies and procedures were introduced in line with the principles of good governance (see: HMG White Paper of 1999) and the allocation of increased responsibilities to the Island Council. The new Constitution also incorporates: (i) issues related to human rights based on the European Convention on Human Rights; (ii) new role of an Attorney General; and (iii) right of appeal to an Ombudsman. As part of this process, the existing Ordinances are being reviewed and amended to comply with the new constitution. The Governor is responsible for drafting new laws and ordinances in consultation with the Island Council, which has the subsidiary responsibility for enacting appropriate policies that support the ordinances.

The four management divisions of the GPI are responsible for the day-to day operations of the Island Government. Each division manages its own budget. The divisions report monthly to the Island Council through the Administrator (who is responsible for supervising divisional performance on behalf of the Island Council).

Employment

Employment on the island is divided between the Government sector and private sector.

A comprehensive review of all on-island jobs is currently underway with the objective of consolidating these roles and reducing the number of jobs creating greater efficiencies, increase job satisfaction and reallocating salaries.

It is acknowledged that appropriate training and performance appraisals must form part of employment policy going forward.

The Island Council is aware of the need to create employment for migrants.

Repopulation

The Repopulation Plan aims to attract and retain new migrants to Pitcairn. Infrastructure needs have been identified and a Repopulation Plan has been developed and is currently being implemented.

Health

A medical centre staffed by a seconded GP and a local resident Enrolled Nurse provide day to day care for the community. A relationship with French Polynesia allows residents needing secondary medical treatment to attend hospital in Tahiti as required.

Education

Education continues to be provided at the Pitcairn Island School where the New Zealand curriculum is taught from preschool up to the age of 12 years. There after education is provided via correspondence school and by attending secondary school in New Zealand by HMG.

Pitcairn recognizes its unique Polynesian and Bounty history and heritage and must do everything we can to preserve this legacy for future generations. Culture and Pitkern language forms an important part of the school curriculum.

Social Services

Social services are provided to the community as required.

Family allowances are provided to all children under 18 years of age and a pension to all citizens over 65 years of age.

An elderly care service to provide additional support to senior citizens has recently been introduced. The government is aware that with an increasing aging population, further support will be required.

1.3 ECONOMY AND FINANCES

The islands micro economy is dependent on annual budgetary aid from HMG.

This plan seeks to achieve a greater level of income from tourism and small scale exports to increase Gross Domestic Product, offset budgetary aid and provide a better standard of living for the community.

Pitcairn has a mixed economy that consists of:

- Public sector - employs most of the islanders to undertake a wide range of administrative, construction, operation and maintenance functions that impact all aspects of daily life.
- Private sector – consists of sales of souvenirs sold to cruise ship passengers and tourist, honey production for export, fishing, agriculture, tourism, etc.

The Island also generates small volumes of international trade, as follows:

- **Exports (goods and services):**
 - (i) Public sector: (i) postage stamps, coins, and domain internet names that are managed by private NZ contractors administered by the PIO; and (ii) cruise ship passenger landings on Pitcairn.
 - (ii) Private sector: of sales of souvenirs sold to cruise ship passengers and tourist, honey production for export, fishing, agriculture, tourism, etc.
 - (iii) Development of Trade relations with Mangareva

- **Imports:**
 - (i) Public sector: diesel fuel, building materials, spare parts, some machinery and foodstuffs for the Island Store
 - (ii) Private sector: limited individual orders, all foodstuffs are now channelled through the Island Store.

Tourism is now GPI's biggest income source. It is hope to continue to develop Pitcairn as a unique tourist destination for the benefit of both the public and private sector.

In terms of its finances, Pitcairn has been dependent on annual budgetary aid since 2003 following the decline in the international stamp market (previously the Island's main source of income) in the 1990s and the depletion of its reserve fund in 2002.

Financial statements to March 31/3/16 and annual budget from 1/4/16 to 31/3/17 are attached to this plan. [See Addendum \(i\), \(ii\)](#)

HMG is committed to meeting the security and reasonable needs of the island under its obligations of the Overseas Territories White Paper. The Pitcairn Community is aware of the need to play its part in the growth and development of the island economy and the continued development of partnership with HMG.

The EU has provided budget support under EDF 9 and EDF 10 to support the Pitcairn Strategic Development Plan aiming for a sustainable and secure future for the Pitcairn community.

The Island Council, the Island Community and HMG are fully aware of the issues at stake. Hence the importance of the Strategic Development Plan (SDP) and the need for dedicated commitment of human and financial resources if the desired goals are to be achieved.

1.4 FUTURE CHALLENGES AND DEVELOPMENT

As part of the planning process, a SWOT (strengths, weaknesses, opportunities and threats) analysis was prepared to provide a clearer picture of the challenges facing Pitcairn Island. The analysis is presented in the table below.

Key factors are:

- **Strengths:** forward looking Island Council, unique historical brand and natural environment, HMG commitment to sustain and support Pitcairn, committed improvements in island infrastructure, and development of private sector.
- **Weaknesses:** isolation, ageing population, lack of new immigrants, need for ongoing workforce training and high aid dependency.
- **Opportunities:** development of cruise ship market, tourism, market for sales and exports of honey and fresh produce, development of private sector economy and major repopulation drive.
- **Threats:** Lack of affordable shipping service, changing economic circumstances, ageing population, environmental issues and lack of youth retention.

1.5 SOURCES OF FUNDING AND SUPPORT FOR PITCAIRN ISLAND

The Council and community of Pitcairn Island acknowledge with gratitude and thank the following sources of funding and support:

Government source of funding and support

- (i) HMG
- (ii) European Union (EU)
- (iii) Secretariat of the Pacific Community (SPC)
- (iv) Income derived from the island and traditional sources

Non Government source of funding and support

- (i) Royal Society for the Protection of Birds (RSPB)
- (ii) Darwin Plus
- (iii) PEW
- (iv) Joint Nature Conservation Committee (JNCC)

2. STRATEGIC DEVELOPMENT ACTION PLAN

2.1 GOAL ONE: RE-POPULATION

Strategy 1: Promote Positive Pitcairn worldwide.

Strategy 2: Discuss Pitcairn's issues with other Pacific Islands, SPC, EU/OCTA etc.

Strategy 3: Directed Marketing campaign to appropriate media.

Strategy 4: Agree on incentive packages to offer.

Strategy 5: Have infrastructure in place to support arrivals.

RE-POPULATION							
Ref.	Key Objective	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
1	Develop and implement an effective Repopulation Plan and Infrastructure Plan	<p>Develop Repopulation Plan.</p> <p>Develop Repopulation Infrastructure Plan effective marketing, website development, Facebook social media and other forms of media. Collaborate with other on-island departments and externally with HMG, EU and SPC.</p> <p>Implement agreed strategies as contained in the Repopulation Plan.</p>	Document completion date 1st September 2014	Island Council and HMG.	<p>Newspaper articles for Norfolk, New Zealand, Australia and South Pacific. From Tourisms Marketing budget.</p> <p>Upgrade facilities for short term accommodation.</p>	To increase Pitcairn Islands population by the settlement of new migrants.	<p>Achieved and being implemented.</p> <p>Ongoing review</p>
2	To further strengthen community action on child safety and protection.	<p>All councillors and many members of the community have participated in the Child Matters Child protection program.</p> <p>There is a children charter to protect the rights of our children. Visitors to Pitcairn receive a copy of the charter. The child safety policy is in operation.</p> <p>Policies are in place to eliminate discrimination.</p>	ongoing	Island Council and HMG.	CPS training cost as required.	Raise awareness of child protection issues.	ongoing

2.2 GOAL TWO ECONOMIC DEVELOPMENT

Strategy 1: Continuing to deliver against the Sustainable Tourism Development Master Plan 2015-2019 to be reviewed annually.

Strategy 2: Develop further small scale private sector export opportunities to increase income and standards of living for the community.

Strategy 3: Increase Revenue from traditional sources.

Strategy 4: Introduce appropriate duties.

Strategy 5: Provide affordable transport for Pitcairners.

ECONOMIC DEVELOPMENT							
Ref.	Key Objective	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
1.	Introduce appropriate duties.	Introduce effective & fair duties to encourage changes in economic behaviour and promote increased self-sufficiency	2015	Island Council and F&E Division	Increased revenue	Budgetary aid reduction	Achieved and ongoing.
2.	Support for private business initiatives	Support private business developments. Meet with the community to discuss private enterprise opportunities. GPI to assess and develop support mechanisms to assist private enterprise. A business loan to a maximum of \$10,000	ongoing	Island Council, HMG and F&E Division	Private sector income	Promote private sector development including Honey, Soap, Cosmetics, Fishing and Produce.	Achieved and ongoing.
3.	Increase revenue from traditional sources	Increase revenue from landing fees and increased tourism related private sector development	ongoing	Island Council and F&E Division	Increase revenue to offset budgetary aid	Increase revenue to offset budgetary aid	Achieved and ongoing.
4.	Implementation of Tourism Strategic Plan 2015-2020	Ongoing development of Tourism HMG funded strategic marketing plan. See Addendum (iii) To capitalise on the Pitcairn Islands unique points of difference, its bounty heritage, its endemic flora and fauna' its endemic birds, its pristine marine environment, its prehistoric history and its natural	ongoing	Island Council, F&E Division and Tourism Department	Budget provided by HMG Ongoing position being clarified.	Significant increase in revenue from tourist for government and private sector. Increased landing fees impact directly on governments top line income. To increase employment	Achieved and ongoing. Demand exceeds supply for birth on Claymore 2.

		<p>beauty.</p> <p>Increase cross collaboration between divisions for the mutual benefit of the community.</p> <p>Plan to be reviewed first quarter 2015.</p>				opportunities as tourism increases.	
5.	Capture the oral history of Pitcairn and preserve the Pitkern language.	<p>Capture the oral history of Pitcairn by interviewing members of the community.</p> <p>Incorporate oral history into the museum.</p> <p>Develop marketable materials to be sold. Proceeds to go into a community funds scheme.</p>	ongoing	Island Council and Community Division	Budget	Enhance the museum experience and create an invaluable resource for future generations.	Provision made within proposed restructure.
6.	Preserving heritage, relics and artefacts.	<p>Assess the current museum program for preserving and displaying relics and artefacts.</p> <p>Improve the relevant Ordinance(s) and alert Pitcairn community.</p> <p>Develop and install signage at key locations warning the community and tourist that it is an offence to remove artefacts from Pitcairn.</p>	ongoing	Island Council and Community Division	Budget	Enhance the museum experience and create an invaluable resource for future generations.	Achieved and ongoing.

2.3 GOAL THREE: ENVIRONMENTAL MANAGEMENT

Strategy 1: Water Management.

Strategy 2: Waste Management.

Strategy 3: Combating Climate Change issues.

Strategy 4: Protecting Marine and Islands Eco Systems.

Strategy 5: Investigate options for Renewable Energy.

ENVIRONMENTAL MANAGEMENT

Ref.	Key Objective	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
1.	Develop agriculture for local demand and small scale exports	Provide SPC Land Resources with affordable transport to Pitcairn to facilitate education opportunities in agricultural best practices.	October 31 2015	ECNR Division	Travel cost to offset education and greater productivity	Reduced imports and raising awareness for private sector agriculture development	Achieved and ongoing.
2.	Develop fisheries for local demand	Provide SPC FAME with affordable transport to Pitcairn to facilitate education opportunities in aquaculture best practices. Awaiting data from Darwin Initiative Marine project to assess the availability of fish.	October 31 2016 December 30 2016	ECNR Division	Travel cost to offset education and greater productivity	Create a sustainable fisheries management plan	developing
3.	Effective trade relationship with Mangareva (French Polynesia)	Consult with potential market in Mangareva.	ongoing	Island Council, HMG and ECNR Division	Private sector income	Export market in Mangareva	developing
4.	Environmental management and protecting the island's bio-diversity.	Improve the environmental practices on Pitcairn Islands. Develop MOU with St Andrews University.	2016	Island Council, HMG and ECNR Division	Utilise EU and NGO funding.	Protection of the environment for future generations.	ongoing
5.	Develop waste management centre to manage waste and recyclable materials.	The construction of a building to facilitate the management of all waste and recycling. Address hazardous waste by	2016	ECNR Division and Operations Division	Funded by EU (INTEGRE)	Improve waste management and recycling procedures	Ongoing

		<p>finding a safe method of removal from Pitcairn.</p> <p>Raise community awareness of new waste facility and procedures.</p> <p>Develop waste regulations</p>					
6.	Climate change.	<p>Combating Soil Erosion</p> <p>Reduce the impact of soil erosion by using proven methods like Enka Mats.</p> <p>Address storm water issues.</p>	Ongoing	ECNR Division and Operations Division	EU Funding	Reduces the potential for landslides and	Achieved and ongoing.
7.	Investigate renewable energy sources to provide alternative power service.	Alternative Energy – following completed contract negotiations install & commission renewable energy sources. Solar, Wave and Wind Power.	Ongoing	Island Council, HMG and Operations Division	Funding Required	<p>Reduce fuel import and reliance on diesel fuel.</p> <p>Provide long term affordable energy source for the community.</p>	Project under review by DFID.

2.4 GOAL FOUR HEALTH CARE

Objective: To provide best possible healthcare to all members of the community acknowledging the challenges of our geographical isolation.

Strategy 1: Provide best primary healthcare and education via medical centre.

Strategy 2: Provide secondary healthcare as required via Tahiti and NZ.

Strategy 3: Ensure Healthcare & Compassionate Grant Policy followed, operates effectively, meets best practice and needs of both patient and GPI.

Strategy 4: Prepare for aging population demographic to meet needs of community in healthcare, health and safety and infrastructure development.

Strategy 5: Improve on Island communications by introducing a communication repeater system

HEALTH CARE							
Ref.	Key Objective	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
1.	Provide primary healthcare via Medical Centre.	Education, Prevention. Monitor, Control.	On Going	Dr.REN,DM {c}	DFID/GPI Budget.	Better Health awareness.	On-Going.
2.	Provide secondary healthcare via Tahiti or NZ and Medevacs as required.	Travel to Tahiti on Hospital Ship, back on last rotation. Or to NZ for chronic illness or surgery as required.	On Going	Dr,REN, DM (c) PIO/ Helix	DFID/GPI Budget.	Best Practice healthcare provided.	On-Going
3.	Up spec Health & Compassionate Grant Policy.	Currently under review.	Mid 2016	Council/HMG,DM (c) legal with consultation as required.	DFID/GPI Budget.	Ensure Policy is fair to both patient and GPI.	Achieved and ongoing.
4.	Prepare for ageing population demographic.	Appointment of two community social workers. Role will need to expand as more seniors and population ages to meet increasing demand on services.	Mid 2015	DM (c) Dr,REN,FCA, CSW.	Additional HR and medical cost.	Additional healthcare to be provided.	Achieved
5.	Building work required to comply with H&S requirements for the medical centre.	Ramps and safety rails required for public buildings, Shower unit in MC with wheelchair access to be installed in MC. Storage extension required in MC to enable immediate access to facilities.	Mid 2016	DM (c) DM (ops)	Cost of equipment/Labour DFID/GPI budget.	Meeting the Health and Safety needs of an elderly community.	Achieved and ongoing.
6.	Improved on Island communication System.	Repeaters installed as required.	Dec 2015	DM (c) DM (ops) RET, Others as required.	DFID/GPI Budget.	Faster Communications could save lives.	Achieved

2.5 ACCESSIBILITY

Objective: To Promote Further Development of Tourism Sector and Affordable Travel

Ref.	Key Objective	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
1.	Review shipping service to maximise revenue for GPI	<p>Study to review: (i) performance of current shipping service; (ii) options to increase passenger berths (i.e. more voyages); (iii) pricing options (iv) tourism impact</p> <p>Review will hopefully address the need for affordable transport for the island community.</p>	2016	HMG and Island Council		Favourable impact of shipping service on island development	New Contract has been put out to tender.

2.6 INFRASTRUCTURE TO SUPPORT THE MAIN FIVE GOALS OF THE SDP

Objective: Improve on island infrastructure and develop facilities to support Repopulation, Economic Development and Environmental Management.

Ref.	Key Objective	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
1.	Ensure adequate labour force is available to carry out infrastructure development.	Currently reviewing on island human resources to ensure adequate labour is available for EU projects and to ensure GPI continues to function during projects and SDP objectives are met.	ongoing	Island Council and HMG	Project Funded	Aim to deliver projects on time and within budgets. The ability to run multiple projects in tandem and maintain GPI functions.	Achieved. External workforce will now be factored into each Project.
2.	Install road signs along major tourist routes.	Complete the naming and mapping of roads on Pitcairn Island. Develop and install road signs Produce a map for sale to tourists	2017	Operations Division	Fully funded by EU under EDF10	Provide tourist with location reference and aid local emergency services.	In progress
3.	Enhance visual appearance at Bounty bay and Alternate Harbour.	Upgrade "Welcome to Pitcairn" sign at Bounty bay harbour. Develop "Welcome to Pitcairn" sign for the Alternate Harbour.	2017	Operations Division	Fully funded by EU under EDF10	Improve tourist experience on arrival at Pitcairn Island	In progress
4.	To develop an alternate harbour at Tedside to provide an additional landing facility	Construct the alternate landing facility at Tedside. Sourcing & shipping of materials & equipment; Quarry & road realignment;	2016	Alternate Harbour Project Manager	Fully funded by EU under EDF9	Increased Government and private income Budgetary aid reduction	Achieved and ongoing

	for Pitcairn Island.	Construction of access road & landing facility Adhere to the Alternative Harbour Project health and safety policy.				Increase landing fee income by landing more cruise ship passengers.	
5.	Increase passenger landings from cruise ships.	Investigate and procure suitable passenger craft to ferry tourists to and from cruise ships.	2016	Operations Division	Fully funded by EU under EDF10	The ability to safely land more passengers from cruise ships. Provide coastal tours of Pitcairn.	In progress
6.	Extend boatshed to accommodate passenger craft.	Build appropriate shelter	2018	Operations Division	Fully funded by EU under EDF10	Provide safe and secure storage of the vessel.	In progress
7.	Repair/upgrade existing public buildings surrounding the town square	Replace and or refurbish selected public buildings e.g. public hall, post office, treasury, etc.	2017	Island Council and Operations Division	Fully funded by EU under EDF10	Replacement of old & decaying wooden buildings to provide more efficient and improved facilities for tourists.	In progress
8.	Investigate and procure suitable vehicle(s) to provide island tours for larger groups	Investigate and procure suitable vehicles to ferry tourists.	2016	Island Council and Tourism Department	Fully funded by EU under EDF10	Improved facilities for tourists. Safe and easy access to tourist attractions	In progress
9.	Rebuild Store and Warehouse	Rebuild General Store to accommodate the growing demand from residents and tourist.	2017	Island Council, Operations Division and F&E Division	Fully funded by EU under EDF10	Increased sale by displaying and the ability of safely holding more stock. Better protection of stock from rodents	In progress
10	Further reduce soil erosion by	Continue paving existing roads and tracks on island to	2017	Island Council and Operations	Fully funded by EU under EDF10	Improved safety and better access to	In progress

	paving all roads and tracks.	all major tourist attractions. Continue paving existing roads and tracks on island to all areas prone to erosion.		Division		facilities, attractions and scenic destinations for tourists. Efficient drainage and improved management of soil erosion.	
11	Improve public facilities to fulfil the needs of the growing tourism industry.	Upgrade toilet facilities. Further develop facilities at scenic routes.	2017	Island Council and Operations Division	Fully funded by EU under EDF10	Improved facilities for tourists. Enhance tourist experience while on island.	In progress
12	Improve safety of access to the Alternate Harbour	Continue paving the main road from Alternate Harbour to Adamstown.	2017	Island Council and Operations Division	Fully funded by EU under EDF10	Safe and easy access to new landing facility.	In progress
13	Telecommunications – provide cellular and wireless internet coverage extending up to 2 miles of the shoreline.	Install cellular and wireless component to the existing telecommunication system. Install repeaters to extend network coverage up to 2 miles of the shoreline.	2016	Island Council and Operations Division	OCTA	Increased revenue generated through the use of the cellular and wireless internet coverage by visitors to the island including cruise ships and sale of SIM cards.	To engage an OCTA funded consultant.

2.7 SDP MONITORING AND EVALUATION

Objective: Monitor and evaluate the progress of the SDP objectives

Ref.	Key Objective	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Report
1.	Quarterly review of the SDP objectives and action points.	Report the progress of the SDP quarterly via the Island Council monthly reports.	ongoing	Island Council	Nil	Effective communication	Ongoing via Island Council quarterly reports

3. FUTURE VISION STRATEGIC DEVELOPMENT

This section covers priorities for future development identified during the review process for the SDP. It is envisaged that this section will be updated as the plan evolves.

Ref.	Key Objective	Action	Financial Implications	Impact
1.	Develop a Research Facility.	Set up a building to allow visiting researchers to conduct and carry out research on island.	TBA	Increase revenue from visiting researchers.
2.	Develop Eco Walks for Pitcairn Island.	Develop additional Eco walks for Pitcairn Island.	TBA	Enhance tourism experience.
3.	Develop Eco Walks for Henderson Island.	Develop eco trails on Henderson Island	TBA	Increase Pitcairn Island's revenue by establishing eco walks and enhancing bird watching activities.
4.	Develop a Ranger role for Henderson Island.	Investigate and setup eco housing facility for the Ranger(s)	TBA	Provide security and monitor activities on Henderson.

ABBREVIATIONS AND ACRONYMS

DFID	Department for International Development
DM-CD	Division Manager – Community Development
DM-FE	Division Manager – Finance & Economics
DM-NR	Division Manager – Natural Resources
DM-OP	Division Manager – Operations
EU	European Union
FC	Financial Controller (PIO)
HMG	Her Majesty’s Government
OCTA	Overseas Countries and Territories Association
PEW	PEW Environmental Group
PH-HR	Portfolio Holder – Human Rights
PIC	Pitcairn Islands Council
PIO	Pitcairn Islands Office
PIPCO	Pitcairn Islands Producers’ Cooperative
RSPB	Royal Society for the Protection of Birds
SOPAC	South Pacific Applied Geoscience Commission
SPC	Secretariat of the Pacific Community
SPTO	South Pacific Tourism Organisation
TAO	Territorial Authorising Officer