

# LORD HOWE ISLAND BOARD



2020-2021

**CORPORATE PLAN**

This Corporate Plan sets the framework and the direction for the Lord Howe Island Board over the 2020 to 2021 financial year.



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## 1. INTRODUCTION

The Lord Howe Island Board is established under the *Lord Howe Island Act 1953* (the Act), with a Charter to exercise community leadership, protect and preserve the environment, support the Island's economy, manage land, provide infrastructure and services to the Island community and build a strong and healthy community. The Lord Howe Island Group is inscribed on the UNESCO World Heritage List in recognition of its outstanding biodiversity, uniqueness and international importance.

Within the Board's Charter, a Corporate Plan sets the framework and the direction for the Lord Howe Island Board over the three financial years from 2016/17 to 2018/19. The Board had decided to undertake a process to engage with the community and undertake research to inform a Community Strategic Plan with a more forward looking horizon. Completion of a Community Strategic Plan with a ten year time frame would set longer term aspirations, goals and address future risks. A revised Corporate Plan with a three or four year frame would then sit below the Community Strategic Plan with medium terms actions to work toward the Community Strategic Plan outcomes.

The limited resources and funding available to the Board have meant that the Community Strategic Plan process has been paused while resources were directed to several major projects that are the culmination of many years of planning. Therefore the longer term Community Strategic Plan is not yet available to inform a new 2020/23 Corporate Plan.

Instead an interim extension of the 2016/19 Corporate Plan has been prepared and this has been adapted to include changes over time, objectives achieved and work yet to be completed, and priorities identified in the community engagement undertaken for the Community Strategic Plan process to date.

The Corporate Plan 2020/21 is a strategic document that carries forward the priority issues for Lord Howe Island and strategies for how the priority issues are to be addressed. It is key to ensuring that the Board's efforts are focused and aligned to achieve agreed strategic goals for the Board and the Lord Howe Island community.

The key performance indicators measuring the Board's success against the Plan are incorporated into the Board's annual Operational Plan. The Operational Plan identifies specific outputs, activities and measures that will ensure the strategies of the Corporate Plan are achieved.

At the end of each financial year, overall performance against the Operational Plan targets and the Corporate Plan's key result areas are reported to the Board and the community through the Board's Annual Report.

The Annual Budget identifies and allocates the funds available for the purpose of achieving the specific outputs and activities as specified in the Operational Plan.

## 2. VISION

The Island community is strong and sustainable and the Island environment is protected and enhanced for the benefit of all.

## 3. MISSION

To provide leadership, services and support which contribute to the wellbeing and sustainability of the Lord Howe Island community and its environment pursuant to the Charter in the Act.

## 4. VALUES

The commitment of the Board members and staff of the Lord Howe Island Board (LHIB) to its residents and stakeholders is underpinned by the following corporate values and principles:

- Leadership – Responsible community leadership
- Selflessness – Teamwork and loyalty and recognition of effort and achievement
- Impartiality – Fairness and objectivity in all our dealings
- Initiative – Creativity and innovation and openness to new ideas
- Accountability – Transparency and accountability in all our dealings
- Honesty, Openness and Integrity – Ethical and legal behaviour
- Respect – Respect and fairness to all persons
- Service – Effective service delivery to the community

## 5. RESPONSIBILITIES

The LHIB has many of the responsibilities of a local council. It also has responsibility for a range of State Government functions, and carries a number of Commonwealth Government responsibilities. Following is a summary of some of the varied responsibilities.

TYPICAL LOCAL COUNCIL FUNCTIONS	TYPICAL STATE GOVERNMENT FUNCTIONS	TYPICAL AUSTRALIAN GOVERNMENT FUNCTIONS
Roads Public Works Waste Management Planning (Land Use and Development) Recreation Public Health Aerodrome Management Tourism Facilities Environment Protection, Education and Compliance Strategic Planning Visitor and Wharf Facilities Advocacy	Electricity Generation and Supply Wastewater Management Water Quality Management Emergency Management (SES / RFS) Management of Permanent Park Preserve Vehicle Importation and Control Moorings Issuing of Business Licences and Compliance Issue of Tourist Accommodation Licences and Compliance	Biosecurity Customs (Support Role) Births / Deaths / Marriages Military Liaison (Support Role)

## 6. ORGANISATIONAL STRUCTURE





## 7. STRATEGIC DIRECTIONS OF THE CORPORATE PLAN

To address the aspirations, opportunities, and challenges of Lord Howe Island, carry out the Board's Charter and meet the Board's responsibilities, a number of strategic directions have been identified, around which the Corporate Plan has been structured.

- Effective Governance and Leadership
- Strong and Sustainable Economy
- Sound Infrastructure and Services
- Outstanding Environment
- Responsible Land Management
- Strong and Engaged Community

Community engagement undertaken in the process of creating the Lord Howe Island Community Strategic Plan process has further identified the following priority areas:

- Health, including Mental Health
- Education
- Positive Aging
- Tourism
- Culture & Heritage
- Business Development

With the most important use of LHIB resources identified in the engagement process were:

- Natural Environment
- Tourism
- Aged Care (Advocacy)
- Housing
- Waste Management
- Wharf
- Airport
- Electricity
- Sustainability

## 8. STRATEGIES AND ACTIONS

### 1. STRATEGIC DIRECTION: EFFECTIVE GOVERNANCE AND LEADERSHIP

To ensure the provision of effective governance and community leadership for the island.

STRATEGIES	OUTCOME/S	RESPONSIBILITY
1.1. Ensure accountability, fairness and transparency in the Board's decision-making and relationship with all its stakeholders.	1. The community is informed on LHIB activities through regular community engagement including Board Meetings.	MBCS
	2. A 10 year Community Strategic Plan informs LHIB decision making.	CEO / MECS
	3. Appropriate policies and procedures ensure decisions are merit based, transparent and defensible.	MBCS
	4. Conflicts of interest of Board members and staff are declared and managed in accordance with the Board's Code of Conduct.	MBCS
	5. Appropriate community engagement and consultation opportunities are provided so that community input to decisions and plans is obtained and considered.	CEO / MECS
1.2. Ensure corporate governance practices meet legislative requirements.	1. Appropriate collaboration with Audit and Review Management (ARC) and internal auditors.	CEO / MBCS
	2. Review of the Act and Lord Howe Island Regulation.	CEO / MECS
1.3. Work to achieve long term financial sustainability.	1. A sustainable long-term financial plan (developed with the NSW Government)	MBCS
	2. Appropriately levied fees and charges.	MBCS
	3. Appropriate level of services delivered.	CEO
	4. Ongoing funding secured from DPIE for the care and maintenance of the PPP.	CEO / CHAIR

STRATEGIES	OUTCOME/S	RESPONSIBILITY
1.4. Ensure risks are properly managed.	1. Appropriate risk management policies and procedures followed.	MBCS
	2. Risk Register regularly reviewed and updated.	MBCS
	3. Business Continuity Plan (BCP) used to ensure the continuance of Board services should a significant event occur.	CEO
1.5. Provide internal IT and communications systems which are secure, stable and support business operations.	1. ICT policies and procedures reviewed and adhered to.	MBCS
	2. Corporate ICT supported and maintained.	MBCS
1.6. Provide efficient and effective records management and information management.	1. Information management policies and Procedures maintained.	MBCS
1.7. Ensure effective management of human resources.	1. Organisational structure is aligned to strategic priorities and legislative requirements and is adequately resourced.	CEO
	2. Effective workforce attracted and retained to deliver required outcomes.	CEO / Unit Managers
	3. Workplace ensures the health, safety and welfare of employees and the public.	CEO / Unit Managers
	4. Work and Development Plans implemented annually.	CEO / Unit Managers
1.8. Provide timely and proactive communication to all stakeholders.	1. Communication/ Community Engagement Strategy developed and implemented.	CEO
	2. Board programs and services are promoted through meetings, advertising and written materials.	MBCS
	3. Board's website is maintained and up-to-date.	MBCS
1.9. Ensure high standards of customer service.	1. Services are provided efficiently and effectively to the appropriate service level.	CEO / Unit Managers
	2. Customer Service Improvement Plan (CSIP) implemented.	CEO / Unit Managers

## 2. STRATEGIC DIRECTION: STRONG AND SUSTAINABLE ECONOMY

To ensure the provision of effective governance and community leadership for the island.

STRATEGIES	OUTCOME/S	RESPONSIBILITY
2.1. Market the island as a tourist destination.	1. Sustainable tourism “product” is maintained and enhanced through the provision of infrastructure, engineering and environmental services.	CEO
	2. Visitor surveys are conducted (as required), in conjunction with partners where appropriate, to inform product planning and destination marketing.	CEO
	3. Lord Howe Island Tourism Association (LHITA) works in partnership with Destination NSW and other bodies in the ongoing implementation of the Destination Management Plan.	CEO / MBCS
	4. LHIB assist LHITA in analysis of key source markets and plan development.	MBCS
	5. Website content is current and relevant.	Manager Admin
	6. LHIB contributes to the review of island’s Destination Management Plan (DMP).	CEO / Unit Managers
2.2. Foster an environment that supports sustainable economic development.	1. LHIB works with businesses regarding options and plans for sustainable business growth.	CEO
	2. Avenues of funding are pursued to implement economic development projects.	MBCS
	3. Contemporary policies to aid sustainable development are developed and maintained.	MBCS
2.3. Effectively manage the Board’s business enterprises.	1. LHI Liquor Store is effectively managed and operated by the LHIB.	MBCS
	2. The island’s airport and wharf facilities are effectively operated.	MBCS / MIES

STRATEGIES	OUTCOME/S	RESPONSIBILITY
2.4. Effectively manage the Board's commercial leases.	1. Fair market rental return is achieved on commercial leases.	MBCS
2.5. Take action to ensure appropriate and adequate servicing of the island by a major airline.	1. LHIB lead the Air Services Working Group in negotiating ongoing air services to LHI beyond 2022.	CEO / MBCS
	2. The strategy for the future of the airport to enable continued air services is reviewed.	CEO / MBCS

### 3. STRATEGIC DIRECTION: SOUND INFRASTRUCTURE AND SERVICES

To develop and manage the Island's public assets and infrastructure and ensure the provision of effective services to the Island community and visitors.

STRATEGIES	ACTIONS	RESPONSIBILITY
3.1 Provide sound asset management.	1. TAMPLAN annually reviewed and updated for Board approval.	MIES
	2. Preventative maintenance procedures developed and undertaken on all assets to reduce failures.	MIES
	3. Asset Maintenance System (AMS) developed and populated.	MBCS / MIES
3.2 Maintain recreational facilities for visitor and community use.	1. Standard of recreational facilities maintained and improved through regular maintenance.	MIES
	2. Recreational facilities, including those in the Permanent Park Preserve (PPP), are captured in the LHIB Asset Management System.	MECS / MIES / MIES
	3. Implementation of walking track strategy.	MECS / MIES / MIES
3.3 Operate Aerodrome safely for Regular Passenger Transport (RPT) services, medical evacuations and general aviation.	1. Annual Aerodrome Technical inspections conducted along with participation in CASA audits.	MIES
	2. Annual Aerodrome Manual reviews.	MIES
	3. Bird and Wildlife Hazard Management Plan reviewed annually.	MIES
	4. Aerodrome emergency exercises held annually.	MIES
3.4 Maintain road network in good condition for all road users.	1. Road renewals implemented as per TAMPLAN, subject to budget allocations.	MIES
	2. Regular routine road maintenance programmed.	MIES
3.5 Maintain wharf to serve shipping contractor, charter operators and visiting boats.	1. Wharf maintained as per TAMPLAN.	MIES

STRATEGIES	ACTIONS	RESPONSIBILITY
3.6 Maintain Board building and property assets.	1. Board buildings maintained as per TAMPLAN.	MIES
3.7 Provide facilities in conjunction with Roads and Maritime Services for all Island boat users to safely and efficiently launch, retrieve and maintain boats in an environmentally sound manner.	1. Explore compromise options within existing budget to address gap for boat users to safely and efficiently launch, retrieve and maintain boats in an environmentally sound manner.	MIES
3.8 Provide reliable and efficient electricity supply.	1. Electricity generation and distribution system maintained to provide a reliable and safe supply.	MIES
	2. Renewable Energy Project completed.	MIES
3.9 Provide efficient and environmentally sustainable waste and recycling management services.	1. Waste Management Facility maintained and upgraded using grants and allocations to improve composting and waste diversion.	MIES
	2. EPA compliance maintained for wastewater and waste management at WMF.	MIES

**4. STRATEGIC DIRECTION: OUTSTANDING ENVIRONMENT**

To manage, protect, restore, enhance and conserve the Island's environment.

STRATEGIES	OUTCOME/S	RESPONSIBILITY
4.1. Protect and manage the environment in a manner that recognises and promotes the World Heritage values of the Island.	1. Threatened species, populations and ecological communities, and their habitats protected through implementation of LHI Biodiversity Management Plan.	MECS / MEWH
	2. Development managed in accordance with the LHI Local Environmental Plan (LEP), in order to protect landscape values and scenic features.	MECS
	3. LHIB is a contributing member the Australian World Heritage Advisory Committee (AWHAC).	CEO / MEWH
4.2. Work to prevent the introduction of exotic pests and pathogens to and eradicate exotic pests from the Island.	1. Biosecurity measures implemented to protect against the introduction of exotic pests and pathogens to the Island.	MECS / MEWH
	2. LHI Weed Management Strategy 2016 and Program implemented to eradicate priority invasive weeds.	MEWH
	3. Biosecurity priority one items implemented as identified in the LHI Biosecurity Strategy and the 2020 Audit.	MEWH
	4. Funding sought to undertake success check, biodiversity success monitoring and final project report for REP.	MEWH
	5. Surveys conducted for African Big headed Ant (ABHA) and myrtle rust.	MEWH
4.3. Identify, protect and value heritage items.	1. Identify and protect heritage items.	MECS
4.4. Improve awareness and understanding of the environment through education and research.	1. Regular updates on environmental programs, research and interpretation maintained to increase environmental awareness.	MECS
	2. Environmental research which is of benefit to LHI environment and community, encouraged.	MECS

STRATEGIES	OUTCOME/S	RESPONSIBILITY
4.5. Improve environmental sustainability of Board programs and operations (waste disposal, waste water, renewable energy).	1. Audit program developed and implemented for monitoring and recording waste types and volumes received from community.	MIES
	2. Increased knowledge within the resident and tourist populations of the waste program management objectives and activities.	MIES
	3. Reduce environmental impact from wastewater from Board properties.	MIES
	4. Annual monitoring of groundwater wells network and establishment of a data management and reporting.	MIES
	5. Community supported in implementing on-site Wastewater Strategy.	MIES
	6. Program developed to phase out the sale of single use plastics on the island.	MIES

## 5. STRATEGIC DIRECTION: RESPONSIBLE LAND MANAGEMENT

To provide for sustainable planning and development and ensure responsible management of the Island's land and property assets.

STRATEGIES	OUTCOME/S	RESPONSIBILITY
5.1. Design land use and development policies that balance environmental, economic and social outcomes.	1. Stage 1 review of the LHI Local Environment Plan (LEP) finalised	MECS
	2. Funding sought to commence Stage 2 review of the LHI Local Environmental Plan (LEP)	MECS
	3. Undertake a review of the Dwelling Allocation and Entitlement Policy.	MECS
5.2. Provide an efficient and effective development planning and assessment service.	1. Development planning and assessment provided through the services of an independent planning consultant.	MECS
5.3. Provide an effective lease administration system.	1. Leases administered in accordance with the Act.	MECS
	2. Recommendations of independent review of land tenure and allocation arrangements (Handley) implemented.	MECS
5.4. Protect and manage the LHI Permanent Park Preserve in a manner that recognises the World Heritage values of the Island.	1. LHI Permanent Park Preserve is managed in accordance with Plan of Management.	MECS / MEWH
5.5. Protect and manage vacant crown lands.	1. Norfolk Island Pine management plan developed.	MECS
5.6. Rehabilitate degraded areas.	2. Revegetation areas maintained and expanded.	MECS
	3. LHI Coastal Study recommendations to manage erosion and recession risks implemented.	MIES

## 6. STRATEGIC DIRECTION: STRONG AND ENGAGED COMMUNITY

To support a strong and engaged community.

STRATEGIES	OUTCOME/S	RESPONSIBILITY
6.1 Plan for appropriate services for the community.	1. Whole of government approach to the provision of health, maritime, emergency services and other services supported.	MECS / MIES / MBCS
6.2. Improve relationship with the community through engagement and consultation.	1. A communication / community engagement strategy to support an informed and involved community developed.	MECS
6.3. Provide professional environmental and public health services.	1. Compliance with public health standards for LHIB drinking water supplies, wastewater management and food safety.	MECS / MIES
	2. <i>Drinking Water Quality Assurance Program</i> for Board supplies reviewed, updated and maintained.	MIES
6.4. Support capacity building in community organisations.	1. Funds available under Community Grants Program for activities or projects that benefit the Lord Howe Island community.	MECS
6.5. Promote programs that assist children.	1. Funds available under LHI Scholarship Program to support the completion of tertiary education that contributes to Lord Howe Island.	MECS
	2. Community events supported.	MECS
	3. Establishment of pre-school actively supported.	MECS
6.6. Manage the island's Emergency Management Committee and Emergency Management Plan (EMPLAN).	1. Appropriate management of the Local Emergency Management Committee (LEMC) including quarterly meetings.	MIES / LEMO
	2. Appropriate management of the Emergency Management Plan (EMPLAN) implementation and annual review.	MIES / LEMO

## 9. CORPORATE PLAN ALIGNMENT WITH LEGISLATION AND OTHER PLANS

The Corporate Plan aligns with the Lord Howe Island Act, the Lord Howe Island Community Strategy 2010-2015 and the NSW State Priorities. The Board's organisation and budget are structured to enable adequate human and financial resources to be directed to the implementation of the Corporate Plan.

Key Direction / Goal	Lord Howe Island Act: Charter	LHI Community Strategy 2010-2015	NSW State Priorities	Organisation Structure	Budget Master Account
Governance	(b) to exercise community leadership, (h) to have regard to the long term and cumulative effects of its decisions, (k) to raise funds for <a href="#">Island</a> community purposes by the fair imposition of charges and fees, by income earned from investments and, when appropriate, by borrowings and grants, (m) to ensure that, in the exercise of its regulatory powers, authorities, duties and functions, it acts consistently and without bias, particularly where an activity of the <a href="#">Board</a> is affected, (n) to be a responsible employer. (See also: (j) and (l))	(See also: 1. Community Building)	Driving Public Sector Diversity  Improving Government Services	Business and Corporate Services	CEO Office  Governance  Corporate  Administration
Economy	(g) subject to paragraphs (e) and (f), to promote the <a href="#">Island</a> as a tourist destination, (See also: (k))	3. Tourism Development 4. Business Development	Creating Jobs	Business and Corporate Services	Liquor Store  Tourism

Key Direction / Goal	Lord Howe Island Act: Charter	LHI Community Strategy 2010-2015	NSW State Priorities	Organisation Structure	Budget Master Account
Infrastructure and Services	(a) to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the <a href="#">Island</a> community and to ensure that those services and facilities are managed efficiently and effectively, (i) to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible,	2. Infrastructure and Transport  (See also: 12. Sport and Recreation)	Building Infrastructure	Infrastructure and Engineering Services	Electricity  General Services  Airport
Environment	(e) to manage, protect, restore, enhance and conserve the <a href="#">Island</a> 's World Heritage environment in a manner that is consistent with and promotes the principles of ecologically sustainable development set out in section 6 (2) of the <a href="#">Protection of the Environment Administration Act 1991</a> , (See also: (f))	10. Environment  (See also: 11. Heritage and Cultural Development)	Keeping Our Environment Clean	Environment and Community Services	Environment
Land Management	(f) to manage, protect, restore, enhance and conserve: (i) <a href="#">vacant Crown lands</a> , and (ii) lands reserved or dedicated under section 19 or 19A (including, in particular, the Lord Howe <a href="#">Island</a> Permanent Park Preserve), in a manner that recognises the World Heritage values in respect of which the <a href="#">Island</a> is inscribed on the World Heritage List referred to in the United Nations <i>Convention Concerning the Protection of the World Cultural and Natural Heritage</i> ,	(See also: 11. Heritage and Cultural Development)	Faster Housing Approvals	Environment and Community Services	Land Administration and Planning

Key Direction / Goal	Lord Howe Island Act: Charter	LHI Community Strategy 2010-2015	NSW State Priorities	Organisation Structure	Budget Master Account
Community	(c) to exercise its powers, authorities, duties and functions in a manner that is consistent with and actively promotes the principles of multiculturalism, (d) to promote and to provide and plan for the needs of children, (j) to facilitate the involvement of <a href="#">members</a> of the <a href="#">Board</a> , <a href="#">members</a> of the public, users of facilities and services and the <a href="#">Board</a> 's staff in the development, improvement and co-ordination of the <a href="#">Board</a> 's powers, authorities, duties and functions, (l) to keep the <a href="#">Island</a> community and the State government (and through it, the wider community) informed about its activities.	<ol style="list-style-type: none"> <li>1. Community Building</li> <li>5. Child Services</li> <li>6. Youth Development</li> <li>7. Positive Ageing</li> <li>8. Healthy Lifestyles</li> <li>9. Education and Lifelong Learning</li> <li>11. Heritage and Cultural Development</li> <li>12. Sport and Recreation</li> </ol>	<p>Tackling Childhood Obesity</p> <p>Improving Education Results</p>	Environment and Community Services	Community Health and Wellbeing