

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM

Operations Plan 2020/2021 – First Quarter Review.

RECOMMENDATION

It is recommended that the Board note the report on progress as at end of August 2020, against the Operations Plan for the Financial Year 2020/2021.

BACKGROUND

The purpose of this report is to outline the status of the Operations Plan 2020/2021.

The Operations Plan was formulated around the six strategic directions:

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

The Operations Plan links the strategies, actions and KPI's to the approved annual budget allocations.

CURRENT POSITION

Attached is the status update of the Operations Plan for financial year 2020/2021, with comments on the progress against each of the identified actions as at 31st August 2020 (Attachment A).

The financial year to date has been dominated by the continuation of the island's response to COVID-19. This has impacted a number of projects with the logistics of bringing in the required trades and services limited by the Public Health Order that has been in place since March 2020.

The closure of the island has obviously meant that no tourists have been on the island and revenues have also been severely impacted. Continual review and adjustment of services and priorities has been undertaken to ensure that limited resources (staff and funds) have been allocated to current priorities rather than simply "business as usual". Significant new work streams have been added and successfully managed related to the complexities of access

applications for every person arriving or returning, liaising with the senior government people delegated for Public Health Order exemptions and decisions, etc.

Quarantine restrictions have also impacted resources. Certain key experts have not been able to access the island, residents (including staff) having to travel for non-discretionary reasons (e.g. medical matters, etc.) then have to isolate for 14 days and in many cases this means they are not available for work purposes. Options such as remote technologies have been deployed where practical but these are limited depending on the role of the person in isolation.

During this first quarter of FY 2020/21 and the preceding quarter of FY 2019/20 a significant amount of work has been done on the upgrade of the island's biosecurity following the Rodent Eradication Project. Despite COVID limitations we have been able to complete a number of priority biosecurity actions identified in our recent audit (Mar 20) both on Lord Howe and in Port Macquarie, addressing some of our highest biosecurity vulnerabilities.

Delivery of the Solar PV HREP project has continued. Thanks to the contractor team and project managers for keeping this important project moving. The resourcing and turnaround of expert staff from off-island has had to be completely reinvented. This has obviously been challenging but has meant that the project has continued to advance. Commissioning will be later than expected but may still remain within contract timeframes.

The Windy Point/Pinetrees boatshed project has proceeded and this has included the various approval and permissive occupancy processes as well as demolition and construction proceeding well. Restoration of the foreshore will be able to follow when suitable weather, low tides, and corresponding daylight hours align.

Ongoing services and activities have been delivered successfully, including critical compliance and operational requirements relating to safety, the airport, safety and risk management.

In instances where actions have not been completed, there are reasons given for non-completion.

During the year to date, the governance of the Board was coordinated efficiently and effectively and ongoing services were delivered to the LHI community at a high standard.

RECOMMENDATION

It is recommended that the Board note the report on progress against the Operations Plan Financial year 2021.

Prepared: Justin Sauvage & Peter Adams

Attachments:

Attachment A: LHI Operations Plan FY 2021 - Open

LHI Operations Plan FY 2021

Strategic Direction: Effective Governance and Leadership				
1.1	Ensure accountability, fairness and transparency in the Board's decision-making and relationships with all its stakeholders.	Responsible Officer	KPI/Measure - Operations Plan 2020/21	Status September (Q1) 2020
1.1.1	Hold Board meetings four times a year in public.	CEO / MBCS	Four public meetings held per annum. Code of Meeting Practice is adhered to.	Being met. COVID 19 has impacted ability for appointed Members to attend in person and for public gallery. Teleconference meetings and restrictions on public numbers in room have had to be imposed to comply with NSW Gov requirements. Adhered to.
1.1.2	Develop a 10 year strategic plan to develop a longer term vision and key directions for the community, providing a basis for future policy, plans and community reporting	CEO	Continue stage 2 of community engagement, prepare draft CSP and inform 21/22 budget and operating plan. Adopt Local Strategic Planning Statement.	Stage 2 on hold while resources are limited and COVID impacts are being managed. Draft being prepared in liaison with DPIE.
1.1.3	Develop and implement appropriate policies and procedures to ensure decisions are merit based, transparent and defensible.	MBCS	Policies and procedures reviewed in accordance with the schedule to ensure currency and completeness.	Some policies past review dates. Some catch up achieved but completion will be challenging.
1.1.4	Ensure all conflicts of interest of Board members and staff are declared and managed in accordance with the Board's Code of Conduct.	MBCS	A record is kept of conflicts of interest declared. Declarations of Pecuniary Interests are completed and reported on an annual basis. Register established.	Records kept. Register maintained.
1.1.5	Ensure appropriate community engagement and consultation opportunities are provided so that community input to decisions and plans is obtained and considered.	CEO/MECS	Program of meetings and engagement opportunities undertaken. Prepare and present to the Board for adoption a Community Participation Plan in line with the EP&A Act. Community input to policy development is sought as appropriate.	Complete. Meetings to date have included COVID, REP, Solar. Not started. Complete and ongoing.
1.2	Ensure corporate governance practices meet legislative requirements.	Responsible Officer	Operations Plan 2020/2021	
1.2.1	Work with the Audit and Review Committee (ARC) and auditors.	CEO / MBCS	Report to ARC meetings (four times per year). Internal audit work plan completed on time.	Achieved. Completed.
1.2.2	Provide relevant and timely advice to Government on matters affecting the management of the island, including review of the Act and Lord Howe Island Regulation.	CEO / MBCS	Briefings and submissions prepared as required to the Minister, DPIE and Treasury as appropriate.	Achieved.
1.3	Work to achieve long term financial sustainability.	Responsible Officer	Operations Plan 2020/2021	
1.3.1	Develop sustainable annual budget	CEO / MBCS	Seek adequate capital funding achieved to fund the Total Asset Management Plan (TAM Plan). Efficiencies explored to allow the Board to meet its priorities in accordance with the Corporate Plan. Business cases to be prepared for recurrent funding of biosecurity strategy and REP. Pursue funding requests for REP project completion Pursue funding requests for Biosecurity	Ongoing dialogue with Treasury, DPIE and other environment departments. Business cases submitted in 2019/20 and continue to be pursued through appropriate channels. Requests submitted in 2019/20 Requests submitted in 2019/20 - ongoing pursuit.
1.3.2	Levy fees and charges at an appropriate level.	MBCS	Fees and charges are in accordance with the Board's decisions.	Achieved.
1.3.3	Ensure that the services delivered are provided at the appropriate level.	CEO	Service levels and service delivery monitored and reports provided to the Board on achievement of service levels.	Service levels continue to be delivered, however some adjustment has been implemented due to closure of island due to COVID and impacts on revenues.
1.3.4	Secure ongoing funding from DPIE for the care and maintenance of the PPP.	CEO/CHAIR	Initial discussions for ongoing funding held.	Various grant applications and successes. However, recurrent funding has not been actively pursued while REP project funding requests and Treasury impacts from COVID put matters on hold.

1.4	Ensure risks are properly managed.	Responsible Officer	Operations Plan 2020/2021	
1.4.1	Implement the risk management policies and procedures.	MBCS	Progress against the implementation of risk management policies and procedures is reviewed quarterly.	Risk plan reviewed and reported to ARC quarterly.
1.4.2	Regularly review the Risk Register.	CEO	Top priority risks reviewed quarterly. Conduct review of entire Risk Register.	Risk plan reviewed and reported to ARC quarterly. Risk plan workshop held in August with DPIE risk professionals and senior LHIB Managers. Review of entire register in progress.
1.4.3	Develop and implement a Business Continuity Plan to ensure the continuance of Board services should a significant event occur.	CEO	Business Continuity Plan completed and tested by end May 2021.	Not yet commenced. Business continuity reviews have been undertaken as a response to COVID threats in the meantime.
1.5	Provide internal IT and communications systems which are secure, stable and support business operations.	Responsible Officer	Operations Plan 2020/2021	
1.5.1	Implement ICT policies and procedures.	MBCS	Set up of an IT committee	IT committee set up, but yet to meet.
		MBCS	Projects completed on time.	Timelines to be set by committee for 2020/21
1.5.2	Support and maintain corporate ICT.	MBCS	Systems operational 99% of the time during business hours.	Achieved.
1.6	Provide efficient and effective records management and information management.	Responsible Officer	Operations Plan 2020/2021	
1.6.1	Review and implement policies and procedures regarding information management.	MBCS	100% of relevant staff informed of record keeping responsibilities.	All new staff have RM8 training as part of their induction.
1.6.2	Continue the RM8 electronic records management system implementation.	MBCS	Records are moved to electronic format or archived by June 2021 Alternative records system on hard drive to be reviewed by June 2021	Review need for scanning off-island of necessary files, subject to security concerns. Lease and DA data only to be scanned. File Drives' data recording has been delayed due to impact of REP. Relates to records identified by archiving date that can be retained.
1.7	Ensure effective management of human resources.	Responsible Officer	Operations Plan 2020/2021	
1.7.1	Ensure organisational structure is aligned to strategic priorities and legislative requirements and is adequately resourced.	MBCS	Review undertaken annually. Implement staff changes to meet funding and budget decisions.	Reviewed as part of 2020/21 Budget approval process and will again be part of the 21/22 process. Expected to be included as part of Efficiency review planned this financial year.
1.7.2	Attract, develop and retain an effective workforce that delivers required outcomes.	CEO / Unit Managers	Required recruitment process implemented. Training programs provided in line with the training budget.	Ongoing. Public Health Order restrictions to access have presented further challenges and have required tactical resourcing solutions. Training programs slowed due to access restrictions to LHI.
1.7.3	Provide workplaces that ensure the health, safety and welfare of employees and members of the public.	CEO / Unit Managers	Draft Risk Management Policy and Guidelines and all associated policies and procedures implemented and reviewed at appropriate intervals. WH&S Management Plan to be reviewed annually. Incidents and injuries are reviewed. Safe work procedures and training requirements are in place.	Ongoing and included in every Managers' meeting agenda. Ongoing Scheduled reviews of all outstanding cases held regularly with DPIE and insurer case managers. Ongoing
1.7.4	Ensure that Work and Development Plans are completed for all staff.	CEO / Unit Managers	Implement annual programme for work and development plans.	Not yet commenced.
1.7.5	Review and implement actions from the Workforce Plan 2020-2023	MECS	Develop staff and volunteer resourcing methodology for biosecurity incursion response. Investigate possible skills audit.	Underway Commenced possible approach with audit system provider. (Regional Devel Australia)

1.8	Provide timely and proactive communication to all stakeholders.	Responsible Officer	Operations Plan 2020/2021	
1.8.1	Develop and implement a Communication / Community Engagement Strategy.	CEO / MECS	A Communication / Engagement Strategy in place by end 2021 in partnership with the Community Participation Plan.	Not yet commenced.
			Develop and present to the Board a Community Participation Plan for Development and Assessment.	Not yet commenced.
1.8.2	Promote Board programs and services through meetings, advertising and written materials.	CEO / Unit Managers	All materials prepared as required to a high standard.	Various meetings, householders, CEO updates in Signal, social media.
1.8.3	Maintain information on the Board's website and through social media.	Manager Admin	Number of page views per month.	Regularly updated. However, some dated material needs review.
1.9	Ensure high standards of customer service.	Responsible Officer	Operations Plan 2020/2021	
1.9.1	Provide appropriate services efficiently and effectively to the appropriate service level.	CEO / Unit Managers	Communication of and access to information improved.	Web registers kept up to date (incl contracts).
			Efficiency and effectiveness of employees enhanced.	Operational improvements implemented. Ongoing.
1.9.2	Implement the Customer Service Improvement Plan (CSIP).	CEO / Unit Managers	Actions from the CSIP implemented, including the following:	
			Explore on-line services.	Public Health Order applications and other applications added to web. Service NSW engaged to explore permit system.
			Continue improved Work and Development Planning system	Not commenced.
			Implement social media initiatives	Yes and ongoing.
			Review processes and procedures to improve customer service.	Vehicle application system improvement implemented & more in train.

Strategic Direction: Strong and Sustainable Economy				
2.1	Market the island as a tourist destination.	Responsible Officer	Operations Plan 2020/2021	
2.1.1	Maintain and enhance the sustainable tourism 'product' through the provision of infrastructure, engineering and environmental services.	CEO	Provide infrastructure, engineering and environmental services to support the tourism product.	CEO regularly at LHITA meetings. Services respond to look & service for visitors. Q1 2020 has not had tourism however.
2.1.2	Conduct visitor surveys as required, in conjunction with partners where appropriate, to inform product planning and destination marketing.	CEO	Visitor surveys conducted, analysed and assessed to inform product planning and destination marketing.	No visitors in Q1 2020
2.1.3	Work in partnership with LHI Tourism Association (LHITA), Destination NSW and other bodies in the ongoing implementation of the Destination Management Plan.	CEO	Regular consultation and information sharing takes place.	DMP revision underway by LHITA's consultants.
2.1.4	Promote the island in key source markets as resources allow.	CEO	Participate in marketing strategy, plan development and post survey review/analysis.	CEO and staff actively involved in tourism and marketing incl media interviews.
2.1.5	Ensure website content is current and relevant.	Manager Admin	Website content is refreshed and updated as necessary.	Complete and ongoing.
2.1.6	LHITA to be supported in regular review of the Destination Management Plan (DMP).	CEO	Participate in DMP review. Those parts of the DMP for which the Board is responsible are implemented.	Underway.
2.2	Foster an environment that supports sustainable economic development.	Responsible Officer	Operations Plan 2020/2021	
2.2.1	Work with business regarding options and plans for sustainable business growth.	CEO	Support for local business development provided.	Work with proponents on opportunities & proposals.
2.2.2	Pursue avenues of funding to implement economic development projects.	MBCS	Funding opportunities, pursued and reported.	Stronger Country Communities grant achieved and being delivered. Additional submission made for CBD toilet.
2.2.3	Develop and maintain contemporary policies to aid sustainable development.	MBCS	Policies regularly reviewed and red tape reduced.	Some policy and application reviews completed.
2.3	Effectively manage the Board's business enterprises.	Responsible Officer	Operations Plan 2020/2021	
2.3.1	Operate the LHI Liquor Store.	MBCS / Liquor Store Manager	Achieve surplus to enable subsidy of delivery of service for LHIB.	On track, subject to COVID-19 restrictions. Revenue arrangement for proposed on island brewing agreed. Pricing policy for local products underway.
2.3.2	Operate the island's airport and wharf facilities.	MIES / MBCS	Airport and wharf facilities are operational when required and revenue and expenditure targets are met.	Revenue/Expenditure targets met (except for visitor levies due to COVID), no downtime experienced. Strategic initiatives being explored with shipping company. Marine Rescue and other infrastructure matters being developed.
2.4	Effectively manage the Board's commercial leases.	Responsible Officer	Operations Plan 2020/2021	
2.4.1	Ensure that fair market rental return is achieved on commercial leases.	MBCS	Commercial leases are revalued at least every three years and annual CPI increases are applied.	On track, but subject to current COVID-19 restrictions.
2.5	Take action to ensure appropriate and adequate servicing of the island by a major airline.	Responsible Officer	Operations Plan 2020/2021	
2.5.1	Lead Air Services Working Group in negotiating ongoing air services to the island beyond 2022.	CEO	Progress initiatives to ensure air services to LHI beyond 2022.	Working Group not able to be established due to change in leadership, & COVID impacts.
2.5.2	Review the strategy for the future of the airport to enable continued air services.	CEO / MIES	Commence actions with the aim of ensuring an air service into the future.	Approaches to Qantas made in Q1. Deputy Secretary assisting with strategy. Changes in machinery of Gov being navigated.

Strategic Direction: Sound Infrastructure				
3.1	Provide sound asset management.	Responsible Officer	Operations Plan 2020/2021	
3.1.1	Review and update TAMPLAN annually for Board approval.	MIES	TAMPLAN is updated annually and supported by Treasury CAPEX requests	TAMPLAN updates to be finalised. CAPEX requirement complete.
3.1.2	Develop procedures then undertake and document preventative maintenance on all assets to reduce failures.	MIES	Undertake gap analysis for Asset Management Plan and Policy.	Not started.
3.1.3	Implement computerised Asset Maintenance System (AMS).	MIES	Undertake gap analysis to populate system with asset data.	Market research on AMS conducted.
3.1.4	Replacement or new plant items.	MIES	Strategic review of plant/fleet to minimise costs while improving continuity of services.	All electric vehicle purchased following review.
3.2	Maintain recreational facilities for visitor and community use.	Responsible Officer	Operations Plan 2020/2021	
3.2.1	Maintain and improve standard of recreational facilities through regular maintenance.	MIES	Recreational facilities are available for use.	On track. Grant being progressed for Playground. Fitness equipment installed and maintained.
3.2.2	Implement approved walking track strategy.	MECS	Priority walking track works as per strategy implemented in accordance with available funding.	Damage to walking tracks from Uesi repaired. Funding relief being sought.
3.3	Operate Aerodrome safely for Regular Passenger Transport (RPT) services, medical evacuations and general aviation.	Responsible Officer	Operations Plan 2020/2021	
3.3.1	Arrange Annual Aerodrome Technical inspections and participate in CASA audits.	MIES	Annual Aerodrome Technical Inspections and CASA Audits completed and recommendations acted on.	2019 audit recommendations actioned. Arrangement in place for 2020 audit once COVID restrictions allow. Remaining in continued liason with CASA.
3.3.2	Review Aerodrome Manual annually.	Aerodrome manual controller	Aerodrome Manual updated annually and distributed.	On track. Updates being compiled for annual update.
3.3.3	Review effectiveness Bird and Animal Hazard Management Plan annually.	MIES	Bird and Animal Hazard Management Plan effectiveness reviewed annually.	Document update on track. Scheduled review booked for November.
			Strategies to minimise risk of bird strike to aircraft implemented.	Complete. Bunting ordered.
3.3.4	Hold Aerodrome emergency exercises annually.	MIES	Full and desktop aerodrome emergency exercise held in 2020/21.	Delayed due to COVID restrictions. Still planned 20/21.
3.4	Maintain road network in good condition for all road users.	Responsible Officer	Operations Plan 2020/2021	
3.4.1	Implement road renewals as per TAMPLAN, subject to budget allocations.	MIES	Quarterly report to SMT & Board meeting on progress and achievement of Roads CapEx against budget.	Planning underway for RTR grant.
3.4.2	Regular routine road maintenance programmed.	MIES	Standard of roads is maintained or improved.	On track and ongoing.
3.5	Maintain wharf to serve shipping contractor, charter operators and visiting boats.	Responsible Officer	Operations Plan 2020/2021	
3.5.1	Maintain wharf as per TAMPLAN.	MIES	Wharf is available 100% of the time when required and routine maintenance and works are carried out.	On track and ongoing.
			Wharf deck strengthened, low-level landing repiled, fenders repaired and deck maintained 2021	Not started. Materials sourced. COVID impacted contractor access.
			Feasibility of 2 nd low level landing to be assessed.	Assessed.
3.6	Maintain Board building and property assets.	Responsible Officer	Operations Plan 2020/2021	
3.6.1	Maintain Board buildings as per TAMPLAN.	MIES	Buildings are maintained to an acceptable standard for commercial and residential purposes.	Underway. Target met.
3.6.2	Pursue MOU with SESLHD re: doctors residence and GWMH	CEO/ MIES	Initiate MOU discussions with SESLHD	Yet to be recommenced.
3.6.3	Deliver Capital Works Programme	MIES	Quarterly report to SMT & Board meeting on progress and achievement CapEx against budget.	See report.
3.6.3	Refurbish rainwater collection at Depot/Admin, Gov House and Public Hall to maintain supply levels.	MIES	Review planned works.	Various improvements completed.
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.	Responsible Officer	Operations Plan 2020/2021	
3.7.1	Explore compromise options with the current budget to address gap for boat users to safely and efficiently launch retrieve and maintain boats in an environmentally sound manner.	MIES	Explore compromise options with existing funding.	Proposal accepted by grant office - details being presented to September Board Meeting.

3.8	Provide reliable and efficient electricity supply.	Responsible Officer	Operations Plan 2020/2021	
3.8.1	Maintain electricity generation and distribution system to provide a reliable and safe supply.	MIES	Unplanned electricity outages are maintained at or better than service targets.	Target met.
3.8.2	Hybrid Renewable Energy Project completed.	MIES	Project is completed in accordance with objectives.	On track. Delays due to COVID impacts but able to keep project moving.
			ARENA funding agreement obligations met.	Target met.
			Achievement of Solar PV goals.	Not yet applicable - still in construction phase.
3.8.3	Electricity Safety Management System implemented fully and audited.	MIES	ENSMS Compliance maintained	Ongoing & met.
3.9	Provide efficient and environmentally sustainable waste and recycling management services.	Responsible Officer	Operations Plan 2020/2021	
3.9.1	Maintain and upgrade the Waste Management Facility using grants and allocations to improve composting and waste diversion.	MIES	Through discussions with EPA compost exemption order achieved by 30 June 2021.	Preparation of sampling plan underway.
			Compost is given back (not sold) to the community once it reaches an acceptable standard under a distribution system to be determined.	Standard not yet verified.
			Achieve maximum diversion from landfill, aspiring to achieve WARR strategy targets.	Complete.
3.9.2	Maintain compliance with EPA licence for wastewater and waste management at WMF site.	MIES	Wastewater system is maintained and managed to achieve ongoing compliance with EPA licence requirements and the Island's Wastewater Strategy.	Compliant.
			Pollution Reduction Programs (PRPs) within licence are planned and executed as required.	Planning and execution underway.

Strategic Direction: Outstanding Environment

Strategic Direction: Outstanding Environment				
4.1	Protect and manage the environment in a manner that recognises and promotes the World Heritage values of the Island.	Responsible Officer	Operations Plan 2020/2021	
4.1.1	Protect threatened species, populations and ecological communities, and their habitats through implementation of LHI Biodiversity Management Plan (BMP)	MEWH	Significant progress against identified actions in the LHI Biodiversity Management Plan (BMP) is demonstrated. BMP action table is reviewed	Yes, ongoing. 80% of actions completed. Complete.
4.1.2	In accordance with the LHI LEP, manage development in order to protect landscape values and scenic features	MECS	Development applications and activities are assessed in accordance with relevant environmental legislation, policies, and procedures.	Yes, ongoing.
4.1.3	Contribute to World Heritage Area conservation by being a member of the Australian World Heritage Advisory Committee (AWHAC).	CEO / MEWH	Participate in AWHAC meetings and annual world heritage forums.	Yes, ongoing.
4.2	Work to prevent the introduction of exotic pests and pathogens to and eradicate exotic pests from the Island.	Responsible Officer	Operations Plan 2020/2021	
4.2.1	Implement biosecurity measures to protect against the introduction of exotic pests and pathogens to the Island.	MEWH	Significant progress made towards implementation of high priority actions identified in the LHI Biosecurity Strategy.	On track, full update provided in September Biosecurity business paper.
			Engage Biosecurity Team Leader 2020	Recruitment in progress.
			Implement priority one audit actions at Port Macquarie by 2021 and seek funding for unbudgeted items.	On track, rodent proofing of shed on track for completion September 30, 2020. Discussion with Birdon on track and ongoing.
			Biosecurity dogs/handlers continue to be managed, utilised and ongoing accreditation maintained.	Complete and ongoing.
			Conduct regular biosecurity inspections at high risk entry points. Maintain rodent surveillance network.	Complete and ongoing.
4.2.2	Implement the LHI Weed Management Strategy 2016 and Program to eradicate priority invasive weeds	MEWH	Report change on weed population status annually.	In progress, report to be presented at September Board Meeting.
			Minimum 500 ha weeded per annum.	Not achieved. Resources were reallocated to the REP. Progress in Q1 incl. heli operation.
			Undertake weed inspections across 30% of leases.	Not achieved in 19/20. Resources were reallocated to the REP. 359ha completed. Inspections scheduled Sept/Oct 2020.
			Report on weed response post rodent eradication.	Unfunded.
4.2.3	Implement priority one items as identified by the LHI Biosecurity Audit 2020.	MEWH	Achieve significant progress against priority one biosecurity actions.	On track, full update provided in September Biosecurity business paper.
4.2.4	Seek funding to undertake success check, biodiversity success monitoring and final project report for the REP	MEWH	Success check funded and planned	Not funded. Planning underway for a proposal to the Environmental Trust (ET).
			Biodiversity benefits monitoring funded and commenced.	Partially funded. Will be included in ET proposal.
			Final REP report funded and commenced.	Not funded. Planning underway for a proposal to the Environmental Trust (ET).
4.2.5	Conduct surveys for African Big headed Ant (ABHA) and myrtle rust	MEWH	ABHA survey complete	Not started. Scheduled for summer 2021.
			Survey of all leases for Myrtle Rust complete	Scheduled to coincide with weed inspections to limit need for additional property access.
4.3	Identify, protect and value heritage items.	Responsible Officer	Operations Plan 2020/2021	
4.3.1	Identify and protect heritage items	MECS	Heritage requests considered and assessed. Heritage items to be considered in all DA planning assessments.	Complete and ongoing.
4.4	Improve awareness and understanding of the environment through education and research.	Responsible Officer	Operations Plan 2020/2021	
4.4.1	Provide regular updates on environmental programs, research and maintain interpretation to increase environmental awareness	MECS/ MEWH	Articles prepared for Signal and LHIB website and community consultation undertaken on weeds, rodents, waste management and biosecurity	Achieved.
4.4.2	Encourage appropriate environmental research which is of benefit to LHI environment and community.	MECS/ MEWH	High priority research supported	Achieved.

4.5	Improve environmental sustainability of Board programs and operations (waste disposal; wastewater; renewable energy).	Responsible Officer	Operations Plan 2020/2021	
4.5.1	Undertake audit program to monitor and record waste types and volumes received from the community.	MIES	Audits completed by end June 2021.	Not started.
4.5.2	Develop better knowledge within the resident and tourist populations of the waste program objectives activities.	MIES	Waste data regularly updated at WMF, The Signal and website.	Not started.
4.5.3	Reduce the environmental impact of wastewater from Board properties.	MIES	All remaining Board properties which do not meet the Strategy are upgraded by end June 2021.	Detailed planning underway for next stages for preschool/LHIB/School/Bowling club cluster.
			All Board property wastewater systems are maintained in accordance with Strategy.	Achieved.
4.5.4	Undertake monitoring of LHI groundwater monitoring well network on annual basis and establish data management and reporting.	MIES	Data on quality and levels is collected and data is managed to enable sensible reporting.	Complete.
4.5.5	Develop a program to phase out single-use plastics on the Island.	MIES	Work is undertaken with community representatives to put in place measures to phase out the sale single use plastics	Discussions held with LHI Plastics action group.
4.5.6	Support community in implementing On-site Wastewater Strategy.	MIES	Demonstrated progress by commercial and residential leases to upgrade wastewater systems to meet revised Strategy deadlines.	Progress demonstrated.

Strategic Direction: Responsible Land Management

Strategic Direction: Responsible Land Management				
5.1	Design land use and development policies that balance environmental, economic and social outcomes.	Responsible Officer	Operations Plan 2020/2021	
5.1.1	Finalise Stage 1 review of the LHI Local Environmental Plan (LEP)	MECS	Public exhibition of the Planning Proposal complete	Gateway achieved. Prepared for public exhibition to meet DD Requirements for detailed consultation phase..
5.1.2	Seek funding opportunities to commence Stage 2 review of the LHI Local Environmental Plan (LEP)	MECS	Funding opportunities achieved	Funding sought. Not available at this time.
5.1.3	Undertake a review of the Dwelling Allocation and Entitlement Policy	MECS	Draft dwelling allocation entitlement policy commenced and available for community consultation in 2021.	Not commenced.
5.2	Provide an efficient and effective development planning and assessment service.	Responsible Officer	Operations Plan 2020/2021	
5.2.1	Provide development planning and assessment through the services of an independent planning consultant.	MECS	Annual performance reviews of planning contract undertaken.	Review to be conducted in December 2020.
5.3	Provide an effective lease administration system.	Responsible Officer	Operations Plan 2020/2021	
5.3.1	Administer leases in accordance with the Act.	MECS	Continue to pursue of compliance of priority issues lease issues identified in the Handley Review.	Ongoing. Resources impacted in Q1 due to COVID.
5.3.2	Implement recommendations from independent review of land tenure and allocation arrangements.	MECS	Priority actions from Land Tenure and Land Allocation review are implemented.	Most are state government actions and advocacy to implement continuing. LHIB actions undertaken.
5.4	Protect and manage the LHI Permanent Park Preserve in a manner that recognises the World Heritage values of the Island.	Responsible Officer	Operations Plan 2020/2021	
5.4.1	Ensure LHI Permanent Park Preserve is managed in accordance with Plan of Management.	MEWH	PPP review completed by June 2021.	On track.
5.5	Protect and manage vacant crown lands.	Responsible Officer	Operations Plan 2020/2021	
5.5.1	Develop a plan for management of Norfolk Island Pines	MECS	Plan developed by June 2021	Commenced.
5.6	Rehabilitate degraded areas.	Responsible Officer	Operations Plan 2020/2021	
5.6.1	Maintain and expand revegetation areas		Report on the area maintained annually	Report being prepared.
			Report on the area additional land revegetated.	Report being prepared.
5.6.2	Implement LHI Coastal Study recommendations to manage erosion and recession risks.	MIES & MECS	Foreshore remediation implemented by December 2020.	In progress.
			Cobby's Creeks is managed to reduce flooding impacts on properties on the Sally Swamp area.	Impacts have been managed.
			Grant funding achieved.	On track.

Strategic Direction: Strong and Engaged Community

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6.1	Plan for appropriate services for the community.	Responsible Officer	Operations Plan 2020/2021	
6.1.1	Support a whole of government approach to the provision of health, education and other services.	SMT	Meetings held with NSW Health, RMS, Police, SES and RFS every 12 months.	Regular meetings with NSW Health (COVID). Other agencies engaged on COVID matters. General planning to occur in Q2/3.
6.2	Improve relationship with the community through engagement and consultation.	Responsible Officer	Operations Plan 2020/2021	
6.2.1	Develop a communication / community engagement strategy to support an informed and involved community.	MECS	Prepare and present to the Board for adoption a Community Participation Plan in line with the EP&A Act.	Not started.
6.3	Provide professional environmental and public health services.	Responsible Officer	Operations Plan 2020/2021	
6.3.1	Ensure compliance with public health standards for LHIB drinking water supplies, wastewater management and food safety.	MECS / MIES	Scheduled inspection and testing regime are implemented.	Annual food safety inspection planned for Feb 2021.
6.3.2	Prepare and implement Drinking Water Quality Assurance Program for Board supplies.	MIES	Drinking Water Quality Assurance Program implemented and documented fully.	Complete.
6.4	Support capacity building in community organisations.	Responsible Officer	Operations Plan 2020/2021	
6.4.1	Make funds available under Community Grants Program for activities or projects that benefit the LHI community.	MECS	Expressions of Interest for Community Grants sought every 12 months in accordance with Policy.	Not undertaken 2020 due to LHIB financial position.
6.5	Promote programs that assist children.	Responsible Officer	Operations Plan 2020/2021	
6.5.1	Make funds available under LHI Scholarship Program to support the completion of tertiary education that contributes to LHI.	MECS	Funding provided for LHI Scholarship Program.	Ongoing, chosen recipient currently studying.
6.5.2	Support community events.	MECS	Event calendar developed and priority events for Board assistance identified.	Ongoing. Supported Discovery Day and Phasmid Festival.
6.5.3	Actively support progress of establishment of pre-school	MECS	Project assisted and supported.	Construction commenced.
6.6	Manage the Local Emergency Management Committee (LEMC) and Emergency Management Plan (EMPLAN).	Responsible Officer	Operations Plan 2020/2021	
6.6.1	Arrange quarterly meetings of LEMC.	LEMO / MIES	4 times yearly meetings of LEMC held.	Q1 meeting held. COVID sub-group meeting weekly.
6.6.2	Implement EMPLAN as required and coordinate annual review.	LEMO / MIES	EMPLAN implemented for any emergencies and 3 yearly review completed.	Complete. On target. Pandemic Consequence Management Plan implemented. Recovery/Reopening Plan in preparation.