

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM

Operations Plan 2017/2018 – Annual Review

RECOMMENDATION

It is recommended that the Board note the report on achievements against the Operations Plan 2017/2018

BACKGROUND

In September 2017, the Board adopted the Operations Plan 2017/2018. The 2017/2018 Operations Plan identified the programs and activities that were to be undertaken to achieve the second year of the Board's Corporate Plan.

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.

At the end of the 2017/2018 financial year, a review was undertaken of progress on the activities identified in the Operations Plan.

CURRENT POSITION

Attached is the Operations Plan 2017/2018, with comments on the full year review of progress against each of the identified actions as at 30 June 2018.

The review undertaken of the 2017/2018 Operating Plan including its Actions and achievement against those Actions has shown that the Board has undertaken a wide range of activities. These activities were directly aligned with the Board's adopted Strategies and in some cases were completed and in others, progressed where they were ongoing activities or staged projects.

I would like to acknowledge the excellent achievements of the LHI Board under the leadership of Penny Holloway and that the significant success in the Operating Plan outcomes is a

product of that, despite a few setbacks in terms of delays due to approval process challenges. Some of these setbacks have since been addressed and achieved since the date of this review (30 June). These are detailed in other reports to this Board meeting.

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

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

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

Some of the specific achievements for the year were:

- Airport terminal upgrade completed.
- A range of asset management maintenance and upgrade works were completed
- Upgrade to the Waste Management Facility through installation of new composting unit substantially completed
- Walking Track Strategy programmed works undertaken.
- Significant grant funding for weed eradication received through Saving Our Species program
- Successful rapid response implemented for incursion of myrtle rust
- Significant progress was made in the planning and approvals stage of rodent eradication program to meet new approval application requirements
- African big-headed ant declared by the CSIRO as eradicated. This is a major achievement and significant internationally.
- Significant progress on the Biodiversity Management Plan.
- Biodiversity dogs and handlers introduced, accredited and actively inspecting.
- Major Qantas visitor survey undertaken.
- Winter ecotourism launched and implemented and post travel survey initiated.
- New agreement with QantasLink has been negotiated and signed for services to 30 March 2022.
- Handley review recommendations able to be implemented by the LHIB underway.
- Support for proposed pre-school provided, wastewater scheme adapted to suit pre-school proposal and funding received by pre-school group.
- The feasibility study of the runway extension as well as review of options to retain air services to the island were commissioned, and Stage one completed on schedule.
- Electronic records management system was successfully incorporated into the organisations practices with training for all relevant staff.
- Hybrid Renewable Energy Project – following the failure to obtain Commonwealth Government approval for the wind turbine component, ARENA's support and therefore funding was jeopardised. A revised project comprising increased solar generation to replace the wind component was developed and progressed commercially. This was submitted to ARENA seeking their support.

RECOMMENDATION

It is recommended that the Board note the report on achievements against the Operations Plan 2016/2017

Prepared: Peter Adams, Chief Executive Officer

Attachments: Attachment A: Operations Plan 2017/18 – Annual Review

LHI Operations Plan FY 2018 annual review

Strategic Direction: Effective Governance and Leadership					
Strategy	1.1	Ensure accountability, fairness and transparency in the Board's decision-making and relationships with all its stakeholders.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.1.1	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	Community workshop held by end March 2018 Longer-term vision and key directions developed by end June 2018	CEO	Community Strategic Plan project established. To be undertaken in 2018/2019
Action	1.1.2	Hold Board meetings four times a year in public.	Four public meetings held per annum. Code of Meeting Practices is adhered to.	CEO / MBCS	Board meetings held as scheduled and Code of Meeting Practices adhered to.
Action	1.1.3	Develop and implement appropriate policies and procedures to ensure decisions are merit based, transparent and defensible.	Policies and procedures reviewed in accordance with the schedule to ensure currency and completeness.	MBCS	On track
Action	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.	A record is kept of conflicts of interest declared. Declarations of Pecuniary Interests are completed on an annual basis.	MBCS	Records are kept of conflicts of interest declared. Declarations of Pecuniary Interests completed.
Action	1.1.5	Ensure appropriate community engagement and consultation opportunities are provided so that community input to decisions and plans is obtained and considered.	Program of meetings and engagement opportunities undertaken. Community input to policy development is sought as appropriate.	CEO	Community engagement has taken place through meetings, and consultation on policies
Action	1.1.6	Implement a level of delegated authority to ensure efficient and equitable organisational operations.	Appropriate delegations of authority are enacted to provide staff with sufficient powers to enforce the LHI Act and Regulation and other legislation administered by the Board.	CEO	Delegations in place. Financial delegations reviewed, however have not yet been approved by Minister
Strategy	1.2	Ensure corporate governance practices meet legislative requirements.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.2.1	Work with the Audit and Review Committee (ARC) and auditors.	ARC meets four times per year. Internal audit work plan completed on time.	CEO / MBCS	ARC has met at least four times Internal audit work plan completed on time
Action	1.2.2	Provide relevant and timely advice to Government on matters affecting the management of the island.	Briefings and submissions prepared as required to the Minister, DPE, OLG and Treasury as appropriate.	CEO / MBCS	Briefings and submissions prepared as required.
Strategy	1.3	Work to achieve long term financial sustainability.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.3.1	Develop sustainable annual budget	Adequate capital funding achieved to fund the Total Asset Management Plan (TAM Plan). Recurrent funding achieved to allow the Board to meet its objectives in accordance with the Corporate Plan.	CEO / MBCS	Adequate capital funding achieved to fund TAM Plan. Additional recurrent funding will be needed for the Biosecurity Strategy once the Rodent Eradication Program is complete.
Action	1.3.2	Levy fees and charges at an appropriate level.	Fees and charges are in accordance with the Board's decisions.	MBCS	Achieved and on track
Action	1.3.3	Ensure that the services delivered are provided at the appropriate level.	Service levels and service delivery monitored and reports provided to the Board on achievement of service levels.	CEO	Service levels monitored. Quarterly report provided to Board on service delivery (CEO report)
Strategy	1.4	Ensure risks are properly managed.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.4.1	Implement the risk management policies and procedures.	Progress against the implementation of policies and procedures is reviewed quarterly.	MBCS	Quarterly reviews completed. Progress is on track.
Action	1.4.2	Regularly review the Risk Register.	Risk Register is reviewed quarterly.	CEO	Risk register reviewed and considered by A&R Committee at least quarterly.
Action	1.4.3	Develop Risk Treatment Plans (RTPs) to manage risk impacts.	RTPs tabled at management meetings.	CEO / Unit Managers	RTPs are tabled at management meetings.
Action	1.4.4	Develop and implement a Business Continuity Plan to ensure the continuance of Board services should a significant event occur.	Business Continuity Plan completed and tested by end June 2018.	CEO	This action has been deferred to 2018/2019, Reports made to ARC Committee.
Strategy	1.5	Provide internal IT and communications systems which are secure, stable and support business operations.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.5.1	Implement ICT policies and procedures.	Projects completed on time and on budget.	MBCS	Projects on track and on budget.
Action	1.5.2	Support and maintain corporate ICT.	Systems operational 99% of the time during business hours.	MBCS	KPI is being satisfied.
Strategy	1.6	Provide efficient and effective records management and information management.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.6.1	Review and implement policies and procedures regarding information management.	100% of staff informed of record keeping responsibilities.	MBCS	100% of staff are aware of their record keeping responsibilities.
Action	1.6.2	Continue the RM8 electronic records management system implementation.	Records are moved to electronic format or archived by June 2018 Alternative records system on hard drive to be reviewed by June 2018	MBCS	80% achieved as of 30 June 2018. Expert consultant returning to finish the job September 2018.
Strategy	1.7	Ensure effective management of human resources.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.7.1	Ensure organisational structure is aligned to strategic priorities and legislative requirements and is adequately resourced.	Review undertaken annually.	CEO	Review undertaken
Action	1.7.2	Attract, develop and retain an effective workforce that delivers required outcomes.	Required recruitment process implemented. Training programs provided in line with the training budget.	CEO / Unit Managers	Recruitment processes are in accordance with the GSE Act. Training and budget on track.
Action	1.7.3	Provide workplaces that ensure the health, safety and welfare of employees and members of the public.	Risk Management Policy and Guidelines and all associated policies and procedures implemented and reviewed at appropriate intervals. WH&S Management Plan reviewed annually. Incidents and injuries are reviewed. Safe work procedures and training requirements are in place.	CEO / Unit Managers	KPIs and Measures are being achieved.
Action	1.7.4	Ensure that Work and Development Plans are completed for all staff.	Work and Development Plans are completed annually, including Customer Service Objectives.	CEO / Unit Managers	On track.
Action	1.7.5	Review and implement actions from the Workforce Plan 2015-18.	Mechanic apprenticeship in place by end October 2017. Database of volunteers created in appropriate areas. Training program developed	MIES CEO / Unit Managers	Apprentice Mechanic has been appointed. Training program finalised and underway. On track

			Database of young island residents who are studying at the tertiary level developed	MECS	Not yet developed.
Strategy	1.8	Provide timely and proactive communication to all stakeholders.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.8.1	Develop and implement a Communication / Community Engagement Strategy.	A Communication / Engagement Strategy in place by end Dec 2017.	CEO / MECS	Communication/Engagement Strategy is part of development of Community Strategic Plan. A specific Communications Strategy was developed for the REP.
Action	1.8.2	Promote Board programs and services through meetings, advertising and written materials.	All materials prepared as required to a high standard.	CEO / Unit Managers	Board programs and services are promoted through all media to a high standard.
Action	1.8.3	Maintain information on the Board's website and through social media.	Number of page views per month.	MBCS	Ongoing and on track. REP Website developed and launched Dec 2017 (30,870 page views) - Facebook pages (REP, WEP, CVLHI) have a reach of ~6,000/mnth, ~500 page engagements/mth
Strategy	1.9	Ensure high standards of customer service.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	1.9.1	Provide appropriate services efficiently and effectively to the appropriate service level.	Communication of and access to information improved. Efficiency and effectiveness of employees enhanced.	CEO / Unit Managers	On track. All staff has had customer service training was completed.
Action	1.9.2	Implement the Customer Service Improvement Plan (CSIP).	Actions from the CSIP implemented, including the following: Explore on-line services. Continue improved Work and Development Planning system Implement social media initiatives Review processes and procedures to improve customer service.	CEO / Unit Managers	All actions have been completed.

Strategic Direction: Strong and Sustainable Economy					
Strategy	2.1	Market the island as a tourist destination.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	2.1.1	Maintain and enhance the sustainable tourism 'product' through the provision of infrastructure, engineering and environmental services.	Direct feedback from community members and tourists.	CEO	Feedback via LHI Tourism Association
Action	2.1.2	Conduct visitor surveys as required, in conjunction with partners where appropriate, to inform product planning and destination marketing.	Visitor surveys conducted, analysed and assessed to inform product planning and destination marketing.	CEO	Comprehensive Visitor Information Survey completed and reported to Board
Action	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.	Regular consultation and information sharing takes place.	CEO / MBCS	Regular consultation and information sharing regularly occurs.
Action	2.1.4	Promote the island in key source markets as resources allow.	Results of marketing activities are measured.	CEO / MBCS	Major Qantas visitor survey completed during 2017. Island wide ecotourism launched Winter 2018. Conservation Volunteers LHI implemented, post-travel survey implemented.
Action	2.1.5	Ensure website content is current and relevant.	Website content is refreshed and updated as necessary.	Manager Admin	Website content is refreshed and updated as necessary.
Action	2.1.6	Review the Destination Management Plan (DMP) annually, in consultation with the LHITA.	The DMP is reviewed by December 2017. Those parts of the DMP for which the Board is responsible are implemented.	MBCS	To be completed by end December 2018.
Action	2.1.7	Ensure efficient and effective visitor information services are provided.	The MOU between the Board and the LHITA is implemented in a manner that achieves this outcome.	CEO / Unit Managers	Efficient and effective visitor information services have been provided by LHITA
Strategy	2.2	Foster an environment that supports sustainable economic development.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	2.2.1	Work with business regarding options and plans for sustainable business growth.	Support for local business development provided.	CEO	Support provided as required.
Action	2.2.2	Pursue avenues of funding to implement economic development projects.	Funding opportunities reported.	MBCS	Funding opportunities are pursued regularly. E.g. Community Hall, Old Powerhouse site etc.
Action	2.2.3	Develop and maintain contemporary policies to aid sustainable development.	Policies regularly reviewed and red tape reduced.	MBCS	Some policies and procedures reviewed and opportunities for red tape reduction pursued.
Action	2.2.4	Work with the Nursery lessees to support the development of a major tourist attraction.	Regular meetings as required held with the Nursery lessees and plans developed cooperatively.	MBCS	Regular meetings as required held with the Nursery lessees and plans developed cooperatively.
Action	2.2.5	Introduce Commercial Tour Operator licensing system	Commercial Tour Operator licensing system for Mt Gower Walk and other areas of PPP developed and implemented by 30 June 2018.	MECS	Process re-invigorated May 2018 following operators meeting. A more streamlined option is being drafted including standards that align with national bodies for future certification opportunities.
Action	2.2.6	Award shipping contract	New shipping contract advertised and awarded by end December 2017	MIES	Contract has been awarded
Strategy	2.3	Effectively manage the Board's business enterprises.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	2.3.1	Operate the LHI Liquor Store.	Budgeted revenue and expenditure targets are met.	MBCS / Liquor Store Manager	Year to date budgeted revenue and expenditure targets have been met.
Action	2.3.2	Operate the island's airport and wharf facilities.	Airport and wharf facilities are operational when required and revenue and expenditure targets are met.	MIES / MBCS	All on track, 100 % availability achieved.
Strategy	2.4	Effectively manage the Board's commercial leases.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	2.4.1	Ensure that fair market rental return is achieved on commercial leases.	Commercial leases are revalued at least every three years and annual CPI increases are applied. Former Post Office building advertised for commercial opportunities by end December 2017.	MBCS	Commercial leases have been revalued. Lease for former PO has been entered into.
Strategy	2.5	Take action to ensure appropriate and adequate servicing of the island by a major airline.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	2.5.1	Work with Air Services stakeholders and negotiate with Qantas and other airlines to ensure services to the island beyond 2018.	A new Regular Passenger Transport licence is put in place with Transport for NSW during 2017 for the period after 1 March 2018.	CEO / MBCS	New agreement with QantasLink has been negotiated and signed for services to 30 March 2022.
Action	2.5.2	Undertake Feasibility Study into the extension of the airport runway	Contract for Feasibility Study into the extension of the runway is awarded by end September 2017. Feasibility Study is progressed.	CEO / MIES	Contract awarded and study is in progress. Milestone One has been completed and reported to Board.

Strategic Direction: Sound Infrastructure					
Strategy	3.1	Provide sound asset management.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.1.1	Review and update TAMPLAN annually for Board approval in March.	TAMPLAN is updated annually to support Treasury CAPEX requests.	MIES	On track, annual update completed and reported to the LHIB
Action	3.1.2	Develop procedures then undertake and document preventative maintenance on all assets to reduce failures.	Progress of TAMPLAN reported at quarterly Board meetings.	MIES	Lack of resources is restricting the ability to pursue this KPI.
Action	3.1.3	Implement Authority Asset Maintenance System (AAMS)	Authority AMS is implemented by end June 2018.	MIES	Resources to date have not permitted capture of required spatial

			Spatial data on assets collected by end March 2018.		data
Action	3.1.4	Replacement or new plant items.	Replacement utility vehicles (2 off) purchased by end November 2017.	MIES	Complete
			Replacement plant trailer and waste bins trailer on Island by end November 2017.		Complete
			Punt, trailer & outboard on Island by end November 2017.		Complete
			Yard forklift \ telehandler replaced by March 2018.		In progress, review of most suitable equipment underway
			Purchase new concrete mini-mix and orca		New KPI added.
			Replacement tractor slasher deck on Island by October 2017.		Complete
Strategy	3.2	Maintain recreational facilities for visitor and community use.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.2.1	Maintain and improve standard of recreational facilities through regular maintenance.	Recreational facilities are available for use.	MIES	Ongoing
			New treated water supply system installed at North Bay by end December 2017.		Complete
			Undertake revegetation to enhance shade areas "under the Pines" by end March 2018		Remove
Action	3.2.2	Manage construction for the Airport Terminal Upgrade.	Construction completed within budget by end December 2017.	MIES	Completed
Action	3.2.3	Implement approved walking track strategy.	Priority walking track works as per strategy implemented in accordance with available funding.	MECS	On track and ongoing within budget allocations.
Strategy	3.3	Operate Aerodrome safely for Regular Passenger Transport (RPT) services, medical evacuations and general aviation.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.3.1	Arrange Annual Aerodrome Technical Inspections and participate in CASA audits.	Annual Aerodrome Technical Inspections and CASA Audits completed and recommendations acted on.	Aerodrome Controller / MIES	Completed
Action	3.3.2	Review effectiveness Bird and Animal Hazard Management Plan annually.	Bird and Animal Hazard Management Plan effectiveness reviewed annually.	Aerodrome Controller / MIES	On track and in progress
			Strategies to minimise risk of bird strike to aircraft implemented.		In process of trialling gas noise gun, bunting on Blinky's dune implemented seasonally.
Action	3.3.3	Review Aerodrome Manual annually.	Aerodrome Manual updated annually and distributed.	Aerodrome Controller / MIES	In progress
Action	3.3.4	Hold Aerodrome emergency exercises annually.	Desktop aerodrome emergency exercise held in 2017/2018.	Aerodrome Controller / MIES	On Island Scenario Exercise completed
Action	3.3.5	Remove NFI Pines from within Obstacle Limitation Surface of Aerodrome.	NFI Pines removed by December 2017.	Aerodrome Controller / MIES	Completed
Strategy	3.4	Maintain road network in good condition for all road users.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.4.1	Implement road renewals as per TAMPLAN, subject to budget allocations.	Thompson's Road rehabilitated and resealed.	MIES	Contractor appointed for package of roadworks. Waiting on Solar Roads project contractor works to be undertaken to provide efficiency.
			Lagoon Rd – adjacent to boatsheds rehabilitated and resealed as a priority		
			Lagoon Rd – Ned's Beach Rd to Oceanview Drive, King's Beach to Smoking Tree Ridge Rd, and King's Beach turning circle rehabilitated and resealed		
			Access to Murray/Crombie residences rehabilitated and resealed.		
			TC Douglass Dr rehabilitated and resealed.		
			Ned's Beach Road – Lagoon Rd to Anderson Rd rehabilitated and resealed.		
			Cemetery Rd rehabilitated and resealed.		
			Jetty hardstand area resealed.		
			Smoking Tree Ride Rd- Lagoon Rd to cattle grid rehabilitated and resealed.		
Contractor appointed for package of roadworks and on Island by end September 2017.					
Action	3.4.2	Regular routine road maintenance programmed.	Standard of roads is maintained or improved.	MIES	On going
Strategy	3.5	Maintain wharf to serve shipping contractor, charter operators and visiting boats.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.5.1	Maintain wharf as per TAMPLAN.	Wharf is available 100% of the time when required and routine maintenance and works are carried out.	MIES	100% Availability achieved
			Timber piles on low level landing are replaced.		Initial assessment completed by specialist contractor
			Feasibility of allowing outriggers to be further extended for crane to be investigated.		
			Feasibility of 2 nd low level landing to be assessed.		
Strategy	3.6	Maintain Board building and property assets.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.6.1	Maintain Board buildings as per TAMPLAN.	Buildings are maintained to an acceptable standard for commercial and residential purposes.	MIES	Ongoing, however, difficult with limited resources and opportunities
Action	3.6.2	Depot shed extension	Construction completed by end March 2018.	MECS \ MIES	Not yet commenced
Action	3.6.3	Research Facility extension	Construction completed by end March 2018.	MECS \ MIES	Not yet commenced
Action	3.6.4	Hospital garage and morgue	DA obtained in November 2017.	MIES	Review of approach underway
Action	3.6.5	Refurbish rainwater collection at Depot/Admin, Gov House and Public Hall to maintain supply levels.	New tanks installed at Depot/Admin and Public Hall by March 2018.	MIES	Used tanks earmarked for these jobs used at the airport as airport tanks had a shipping delay. Airport tank are still yet to be shipped to the Island. Community Hall tank position to be reevaluated with the restructure of the CBD and parking around the Old Powerhouse site.
			Structural repairs completed by end October 2017.		DA lodged for rebuild of shed.
			Other improvements such as roller doors and security improvements completed by end March 2018.		
Action	3.6.7	Facilitate relocation of Post Office to former Electrical Workshop building	Board activities related to new Post Office premises are completed by end October to allow opening at lessee's discretion.	MIES	LHIB activities completed.
Strategy	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.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.7.1	Undertake detailed design, planning and construction for upgraded boat ramp and launch/retrieval system.	Submit DA following RMS design and process, commence implementation plan	MIES	RMS recommended options reconsidered to improve existing boatramp.
Strategy	3.8	Provide reliable and efficient electricity supply.	KPI / Measure	Responsible Officer	Annual Review Jun 2018

Action	3.8.1	Maintain electricity generation and distribution system to provide a reliable and safe supply.	Unplanned electricity outages are maintained at or above 2015/2016 levels.	MIES	Achieved
Action	3.8.2	Hybrid Renewable Energy Project continues to progress.	Project is resolved and agreement reached on next stage. ARENA funding agreement obligations met. Construction on Solar PV commenced	MIES	ARENA looking at alternative option report from Jacobs
Action	3.8.3	Electricity Safety Management System implemented fully and audited.	Audit of ENSMS is undertaken in accordance with IPART requirements and reported by 17 November 2017.	MIES	Audit completed, waiting on IPART response
Action	3.8.4	Consider second electrical officer position.	Proposal for ongoing funding of new position considered by Board in March 2018.	MIES	Complete
Strategy	3.9	Provide efficient and environmentally sustainable waste and recycling management services.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	3.9.1	Maintain and upgrade the Waste Management Facility using grants and allocations to improve composting and waste diversion.	New composting system construction completed by end September 2017. Compost exemption order achieved by 30 June 2018. Compost is given back (not sold) to the community once it reaches an acceptable standard under a distribution system to be determined. > 80% of waste is diverted from landfill. New baler installed by end June 2018.	MIES	Achieved Discussions held with EPA Awaiting EPA approval Achieved Purchased and currently being manufactured
Action	3.9.2	Maintain compliance with EPA licence for wastewater and waste management at WMF site.	Wastewater system is maintained and managed to achieve ongoing compliance with EPA licence requirements and the Island's Wastewater Strategy. Pollution Reduction Programs (PRPs) within licence are planned and executed as required.	MIES	Achieved, on track
Action	3.9.3	Upgrade the wastewater sludge process at the WMF to increase capacity	New system purchased and installed by end March 2018.	MIES	Completed
Action	3.9.4		Construct concrete waste bunkers Dec 2018	MIES	New KPI added.

Strategic Direction: Outstanding Environment					
Strategy	4.1	Protect and manage the environment in a manner that recognises and promotes the World Heritage values of the Island.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	4.1.1	Protect threatened species, populations and ecological communities, and their habitats through implementation of LHI Biodiversity Management Plan (BMP)	Significant progress against identified actions in the LHI Biodiversity Management Plan (BMP) is demonstrated. BMP action table is reviewed	MEWH	Last review was 2015 29 actions complete totalling 14.5% 42 commenced ongoing totalling 21% 89 commenced incomplete totalling 44.5% 40 uncommenced totalling 20%. Many of the uncommenced are not likely to commence
Action	4.1.2	In accordance with the LHI LEP, manage development in order to protect landscape values and scenic features	Development applications and activities are assessed in accordance with relevant environmental legislation, policies, and procedures.	MECS	All developments and activities assessed under BMP and other legislative guidelines
Action	4.1.3	Contribute to World Heritage Area conservation by being a member of the Australian World Heritage Advisory Committee (AWHAC).	Active contribution to AWHAC.	CEO / MEWH	CEO is AWHAC member & MEWH attends tele conferences actively contributed to all AWHAC meetings
Strategy	4.2	Work to prevent the introduction of exotic pests and pathogens to and eradicate exotic pests from the Island.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	4.2.1	Implement biosecurity measures to protect against the introduction of exotic pests and pathogens to the Island.	High priority actions identified in the LHI Biosecurity Strategy are implemented. Procedures for use of detection dogs are developed, consulted on and approved prior to commencement of dog usage. Regular biosecurity inspections are conducted with detection dogs at high risk entry points. Boot scrub bays are maintained and monitor occurs for Myrtle Rust.	MEWH MEWH MEWH MEWH	12 out of 17 high priority actions commenced 5 info sheets = procedures + 3 manuals Dogs on-island inspecting all seafreight arrivals, most freight planes and high % of passenger arrivals. 2 inspections at Port Macquaire, Draft SPO's developed. 100% implemented. All maintained weekly, inadvertent inspections for Myrtle Rust during property visits.
Action	4.2.2	Implement the LHI Weed Management Strategy 2016 and Program to eradicate invasive weeds	New weed threats prevented & /or detected early and eliminated (or new weed threats prevented from establishing on LHI) Funding sought to apply weed search across 500ha per year Downward trend in weed densities measured island scale Technical approaches to effect weed search in remote terrain employed Community engaged in managing weeds in the settlement	CEO	Significant SOS funding has been achieved. Creeping Cinderella weed incursion identified and treated. Biosecurity Act training. Maintained 90% target weed reduction in mature weeds. 80% target weed reduction across island. Funding sought via NCLLS, SOS, FLHI and Board recurrent Weed management Strategy being implemented EOI for Unmanned Aerial Vehicle to ID weeds and treat. Heli ops, rope access training of staff Lease holders provided assistance with focus on Maderia Vine
Action	4.2.3	Seek philanthropic investment in the implementation of LHI Weed Management Strategy / Weed Eradication Program	LHI Weed Eradication Program Prospectus developed Community and support group to champion philanthropic investment in weed eradication Sponsorship received from individuals and groups towards program implementation	CEO	Prospectus in development, MoU with Invasive species council under consideration. Fundraising strategy prepared. Trust in set-up phase.
Action	4.2.4	Eradicate African Big-headed Ants from the Island	Previous African Big-headed Ant infestation areas are monitored in summer 2017/18 to confirm if eradication is successful.	MEWH	Declared eradicated April 2018
Action	4.2.5	Complete Planning and Approvals stage of Rodent Eradication Program.	Planning and approval process to inform the implementation phase is complete The technical and non-technical feasibility of the program is demonstrated. Decision made to proceed/not proceed	CEO	Decision has been made by Board to defer implementation to winter 2019
Action	4.2.6	Finalise operational planning and commence implementation of Rodent Eradication Program	Subject to decision under 4.2.5, REP is commenced by June 2018	CEO	Decision has been made by Board to defer implementation to winter 2019
Strategy	4.3	Identify, protect and value heritage items.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	4.3.1	Assist the LHI Historical Association and the community with conservation of heritage items	Applications for community grants and external funding for heritage conservation initiatives are supported.	MECS	Ongoing. 2017 community grants allocated Nov 2017. Grant provided to the LHI museum to implement Conservation Volunteers LHI.
Action	4.3.2	Identify and protect heritage items	Number of heritage items identified	MECS	Following advice from DPE addition of more heritage items should be considered in Phase 2 wider review of LEP (this will be Community Strategic Plan dependant).
Strategy	4.4	Improve awareness and understanding of the environment through education and research.	KPI / Measure	Responsible Officer	Annual Review Jun 2018

Action	4.4.1	Provide regular updates on environmental programs, research and maintain interpretation to increase environmental awareness	Articles prepared for Community Bulletin, Signal and LHIB website and community consultation undertaken on weeds, rodents, waste management and biosecurity	MEWH, REP PM, FMO	Articles prepared for all Community Bulletins, Signals, LHIB website updated, Conservation volunteer & Citizen Science programmes, Gardening Australia segment on WEP, Facebook pages for RFP & WEP
Action	4.4.2	Encourage appropriate environmental research which is of benefit to LHI environment and community.	High priority research supported	MEWH	7 new research permits approved
Strategy	4.5	Improve environmental sustainability of Board programs and operations (waste disposal, wastewater, renewable energy).	KPI / Measure	Responsible Officer	
Action	4.5.1	Develop better knowledge within the resident and tourist populations of the waste program objectives activities.	Waste data regularly updated at WMF, The Signal and/or Community Bulletin.	MIES	Achieved. Conservation Volunteers informed all visitors through Wholesalers and directly of waste information. Qantas information cards in progress.
Action	4.5.2	Improve the sustainability of transport on the Island.	Electric vehicles can be conditionally registered on LHI by 30 June 2018. Covered bike parking area installed at Board offices for staff and visitors by 30 June 2018.	MIES / CEO	Achieved Priority reassessed.
Action	4.5.3	Support community in implementing On-site Wastewater Strategy.	Demonstrated progress by commercial and residential leases to upgrade wastewater systems to meet Strategy deadlines. Temporary Project Officer position appointed for 2017/18 and undertakes compliance and data management tasks.	MIES	Strategy to assist implementation challenge being negotiated with EPA. Achieved
Action	4.5.4	Reduce the environmental impact of wastewater from Board properties.	All remaining Board properties which do not meet the Strategy are upgraded by end June 2018. All Board property wastewater systems are maintained in accordance with Strategy.	MIES	85% Complete Achieved and ongoing.
Action	4.5.5	Undertake monitoring of LHI groundwater monitoring well network on annual basis and establish data management and reporting.	Data on quality and levels is collected and data is managed to enable sensible reporting.	MIES	Achieved
Action	4.5.6	Undertake two waste audits to monitor and record waste types and volumes received from the community.	Audits completed by end June 2018.	MIES	Achieved
Action	4.5.7	Develop a program to phase out single-use takeaway containers on the Island.	Feasibility of installing two more water refill stations to be investigated at Joy's Shop and Thompson's Store by end December 2017 Work is undertaken with community representatives to put in place measures to phase out the sale of plastic water bottles, plastic-coated coffee cups, plastic/polystyrene takeaway food containers and plastic shopping bags	MIES	Owner at Joy's shop advised not interested in refill station. LHIB refill station installed and operational, Thompsons Store has a refill station within 25m. Achieved and ongoing. Successful campaign run by Community Group to reduce single use plastics.

Strategic Direction: Responsible Land Management					
Strategy	5.1	Design land use and development policies that balance environmental, economic and social outcomes.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	5.1.1	Finalise Stage 1 review of the LHI Local Environmental Plan (LEP)	Planning proposal revised with external assistance and lodged with DPE by end December 2017.	MECS	Not complete. No external funds available.
Action	5.1.2	Commence Stage 2 review of the LHI Local Environmental Plan (LEP)	Draft Planning proposal completed by June 2018.	MECS	Not commenced. This will be Community Strategic Plan dependant.
Action	5.1.3	Undertake a review of the Dwelling Allocation and Entitlement Policy	Dwelling Allocation and Entitlement Policy is reviewed within 6 months of Government finalisation of Handley Report	MECS	Handley Report adopted November 2017. Implementation plan in place. Some action taken on recommendations.
Action	5.1.4	Undertake Market Demand Study of Staff Accommodation	Study is completed by June 2018	MECS	Not undertaken. Will be completed as part of LEP review.
Strategy	5.2	Provide an efficient and effective development planning and assessment service.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	5.2.1	Provide development planning and assessment through the services of an independent planning consultant.	Contract in place for planning and assessment services by September 2017 Annual performance reviews of planning contract undertaken.	MECS	New planner appointed - All about planning Achieved
Action	5.2.2	Undertake audits of planning and assessment systems and processing to monitor compliance with legislative and policy matters under the control of the Board.	Biannual report of planning and assessment systems and processes undertaken.	MECS	Not completed due to change in provider of services. Annual report to be completed covering first year of engagement with new provider - once first year completed.
Strategy	5.3	Provide an effective lease administration system.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	5.3.1	Administer leases in accordance with the Act.	All necessary administration undertaken accurately and in a timely manner. Continue review of perpetual leases and develop residency policy by end December 2017	MECS	Ongoing. Exemption from residency requirement policy adopted. Advice sought regarding residency from some lessees.
Action	5.3.2	Implement recommendations from independent review of land tenure and allocation arrangements.	Priority actions from Land Tenure and Land Allocation review are implemented within 12 months of Government finalisation of Handley Report	MECS	Handley Report adopted November 2017. Implementation plan in place.
Strategy	5.4	Protect and manage the LHI Permanent Park Preserve in a manner that recognises the World Heritage values of the Island.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	5.4.1	Ensure LHI Permanent Park Preserve is managed in accordance with Plan of Management.	Draft LHI Permanent Park Preserve Plan of Management prepared in consultation with the PPP Community Advisory Committee by end June 2018	MECS	Review underway, 85% complete.
Strategy	5.5	Protect and manage vacant crown lands.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	5.5.1	Develop a management plan for Stevens Reserve and other vacant crown lands.	Draft Stevens Reserve Management Plan is placed on public consultation by June 2018.	MECS	No budget to carry this item out.
Action	5.5.2	Develop a plan for management of Norfolk Island Pines	Plan developed by June 2018	MECS	Not yet commenced
Strategy	5.6	Rehabilitate degraded areas.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	5.6.1	Undertake rehabilitation of the Old Powerhouse Precinct to allow alternative uses.	Traffic improvements considered and planned for 2017/18. Funding from Stronger Country Communities Program is obtained and project implemented.	MIES	Funding provided, approved works waiting to tender
Action	5.6.2	Finalise review of LHI Vegetation Rehabilitation Plan, 2003 and implement high priority actions.	Draft Vegetation Rehabilitation Plan placed on public exhibition by June 2018	MEWH	Review not yet commenced
Action	5.6.3	Implement LHI Coastal Study recommendations to manage erosion and recession risks.	Concrete protection of geotextile bag wall at Pinetrees Boatshed is completed by end October 2017. Old Settlement Creek is managed to reduce erosion impacts on the northern edge. Cobby's Creeks is managed to reduce flooding impacts on properties and salt intrusion on the Sally Swamp area. Funding opportunities for Sediment Tracing Study are pursued with OEH. Identify solution for beach erosion north of Windy Point.	MIES	Partially completed, blocks to further install Monitoring in place Reviewing funding opportunities Complete - OEH Declined. Study Needed

Strategic Direction: Strong and Engaged Community					
Strategy	6.1	Plan for appropriate services for the community.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	6.1.1	Support a whole of government approach to the provision of health, education and other services.	Meetings held with NSW Health, RMS, Police, SES and RFS every 12 months.	SMT	Regular meetings held (eg LEMC)

Strategy	6.2	Improve relationship with the community through engagement and consultation.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	6.2.1	Develop a communication / community engagement strategy to support an informed and involved community.	Communication / community engagement strategy developed by Dec 2017.	CEO / MECS	Communication/Engagement Strategy is part of development of Community Strategic Plan.
Strategy	6.3	Provide professional environmental and public health services.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	6.3.1	Ensure compliance with public health standards for LHIB drinking water supplies, wastewater management and food safety.	Scheduled inspection and testing regime are implemented.	MECS / MIES	On going, commissioned Port Macquarie council to do inspection.
Action	6.3.2	Prepare and implement Drinking Water Quality Assurance Program for Board supplies.	Drinking Water Quality Assurance Program implemented and documented fully.	MIES	Achieved, review on new requirements underway.
Strategy	6.4	Support capacity building in community organisations.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	6.4.1	Make funds available under Community Grants Program for activities or projects that benefit the LHI community.	Expressions of Interest for Community Grants sought every 12 months in accordance with Policy.	MECS	Community grants allocated November 2017
Strategy	6.5	Promote programs that provide for children.	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	6.5.1	Make funds available under LHI Scholarship Program to support the completion of tertiary education that contributes to LHI.	\$10,000 pa provided for LHI Scholarship Program.	MECS	Ongoing
Action	6.5.2	Support community events.	Event calendar developed and priority events for Board assistance identified by end Jan 2018.	MECS	Ongoing
Action	6.5.3	Actively support progress of establishment of pre-school	Substantial progress towards establishment of pre-school by end June 2018	MECS	Achieved, preschool full funded, minor conflicts with waste water location onsite resolved, minor redesign to footings required.
Strategy	6.6	Manage the Local Emergency Management Committee (LEMC) and Emergency Management Plan (EMPLAN).	KPI / Measure	Responsible Officer	Annual Review Jun 2018
Action	6.6.1	Arrange quarterly meetings of LEMC.	Quarterly meetings of LEMC held.	LEMO / MIES	On Track
Action	6.6.2	Implement EMPLAN as required and coordinate annual review.	EMPLAN implemented for any emergencies and annual review completed.	LEMO / MIES	Achieved and on going