

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM

Draft Operations Plan 2018/2019

RECOMMENDATION

It is recommended that the Board adopt the draft Operations Plan 2018/2019.

BACKGROUND

In August 2016, the Board adopted the three year Corporate Plan 2016 to 2019. At this September meeting, the Board has also received a report on the annual review of the Operation Plan 2017/2018 and noted achievements against its KPIs and measures.

The draft Operations Plan for the financial year 2018/2019 has now been developed based on the structure of Corporate Plan and identified the programs and activities that are to be undertaken to achieve the third year of the Corporate Plan.

The Operations Plan has been 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 (measures) to the approved annual budget allocations.

COMMENT

Attached is the draft Operations Plan for 2018/2019. The Plan identifies ongoing activities, programs and services as well as specific projects to be undertaken and completed within this financial year. Those activities which were not able to be completed in 2017/2018 have been included in this Plan.

Some of the projects to be undertaken in 2018/2019 include:

- Engage with the community to develop a Community Strategic Plan.
- Completion of the final stage of the electronic records management system.

- Continue to give priority to community engagement and communication.
- Review of the LHI Destination Management Plan in conjunction with LHITA.
- Completion of the Airport Runway Extension Feasibility Study
- Pursue options to ensure continuation of air services to the Island beyond the current Qantaslink contract.
- Continued implementation of a Commercial Tour Operator licensing system
- Undertaking priority walking track works as per the Walking Track Strategy and available funding
- Completion of construction of Airport Terminal Upgrade and minor final improvements.
- Undertaking a large package of road renewals
- Review the Destination Management Plan and implement LHIB components of Plan.
- Pursue funding opportunities for projects aligned with the Corporate Plan objectives and priorities.
- Further progress on the Biodiversity Management Plan.
- Continue implementation of the Weed Management Strategy.
- Continue implementation of the Wastewater Strategy.
- Undertake project steps to achieve and administer philanthropic investment in biodiversity projects.
- Publicly exhibit a draft Vegetation Rehabilitation Plan.
- Complete concrete protection of geotextile bag wall at Pinetrees boatshed.
- Address erosion at Old Settlement Beach (north).
- Hybrid Renewable Energy Project – Pursue ARENA funding of project and commence implementation (subject to funding). *Note. Funding now approved by ARENA.*
- Rebuild the aviation fuel shed.
- Pursue an EPA compost exemption order to allow use of compost by community.
- Install new baler and construct new concrete bunkers at the Waste Management Facility.
- Investigate parking options at or adjacent the CBD to address changes.
- Undertaking a Market Demand Study of Staff Accommodation.
- Continue review of perpetual leases on a periodic basis.
- Continue implementation of the LHIB components of the Handley Report.
- Complete planning and approvals stage of rodent eradication program and finalise decision on the program for 2018/19.
- Maintain biosecurity inspections using detection dogs at high risk entry points.
- Continuation of weed eradication program with significant Saving Our Species Program funding
- Pursue funding to resource the LEP review.
- Undertake projects with funding from the Stronger Country Communities Program.

RECOMMENDATION

It is recommended that the Board adopt the draft Operations Plan 2018/2019.

Prepared: Peter Adams, Chief Executive Officer

Attachments:

Attachment A: Draft Operations Plan 2018/2019

LHI Operations Plan FY 2019 planning

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.	Responsible Officer	KPI/Measure - Operations Plan 2018/2019
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	CEO	Undertake community engagement, prepare draft CSP and inform 19/20 budget and operating plan processes to meet milestones by June 2019 Longer-term vision and key directions developed by end June 2019
Action	1.1.2	Hold Board meetings four times a year in public.	CEO / MBCS	Four public meetings held per annum. Code of Meeting Practices is adhered to.
Action	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.
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.	MBCS	A record is kept of conflicts of interest declared. Declarations of Pecuniary Interests are completed and reported on an annual basis. Register established.
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.	CEO	Program of meetings and engagement opportunities undertaken. Community input to policy development is sought as appropriate.
Action	1.1.6	Implement a level of delegated authority to ensure efficient and equitable organisational operations.	CEO	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.
Strategy	1.2	Ensure corporate governance practices meet legislative requirements.	Responsible Officer	Operations Plan 2018/2019

Action	1.2.1	Work with the Audit and Review Committee (ARC) and auditors.	CEO / MBCS	ARC meets four times per year.
				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.	CEO / MBCS	Briefings and submissions prepared as required to the Minister, DPE, OLG and Treasury as appropriate.
Strategy	1.3	Work to achieve long term financial sustainability.	Responsible Officer	Operations Plan 2018/2019
Action	1.3.1	Develop sustainable annual budget	CEO / MBCS	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. Business cases to be prepared for recurrent funding of biosecurity strategy and REP.
Action	1.3.2	Levy fees and charges at an appropriate level.	MBCS	Fees and charges are in accordance with the Board's decisions.
Action	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.
Strategy	1.4	Ensure risks are properly managed.	Responsible Officer	Operations Plan 2018/2019
Action	1.4.1	Implement the risk management policies and procedures.	MBCS	Progress against the implementation of policies and procedures is reviewed quarterly.
Action	1.4.2	Regularly review the Risk Register.	CEO	Risk Register is reviewed quarterly.
Action	1.4.3	Develop Risk Treatment Plans (RTPs) to manage risk impacts.	CEO / Unit Managers	RTPs 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.	CEO	Business Continuity Plan completed and tested by end June 2018.
Strategy	1.5	Provide internal IT and communications systems which are secure, stable and support business operations.	Responsible Officer	Operations Plan 2018/2019
Action	1.5.1	Implement ICT policies and procedures.	MBCS	Projects completed on time and on budget.
Action	1.5.2	Support and maintain corporate ICT.	MBCS	Systems operational 99% of the time during business hours.
Strategy	1.6	Provide efficient and effective records management and information management.	Responsible Officer	Operations Plan 2018/2019
Action	1.6.1	Review and implement policies and procedures regarding information management.	MBCS	100% of relevant staff informed of record keeping responsibilities.
Action	1.6.2	Continue the RM8 electronic records management system implementation.	MBCS	Records are moved to electronic format or archived by June 2019
				Alternative records system on hard drive to be reviewed by June 2019
Strategy	1.7	Ensure effective management of human resources.	Responsible Officer	Operations Plan 2018/2019
Action	1.7.1	Ensure organisational structure is aligned to strategic priorities and legislative requirements and is adequately resourced.	CEO	Review undertaken annually.
Action	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.
Action	1.7.3	Provide workplaces that ensure the health, safety and welfare of	CEO / Unit Managers	Risk Management Policy and Guidelines and all associated policies and procedures implemented and reviewed at appropriate intervals.
				WH&S Management Plan reviewed annually.

		employees and members of the public.		Incidents and injuries are reviewed.
				Safe work procedures and training requirements are in place.
Action	1.7.4	Ensure that Work and Development Plans are completed for all staff.	CEO / Unit Managers	Work and Development Plans are completed annually, including Customer Service Objectives.
Action	1.7.5	Review and implement actions from the Workforce Plan 2015-18.	CEO / Unit Managers	Database of volunteers created in appropriate areas. Training program developed
			MECS	Database of young island residents who are studying at the tertiary level developed
Strategy	1.8	Provide timely and proactive communication to all stakeholders.	Responsible Officer	Operations Plan 2018/2019
Action	1.8.1	Develop and implement a Communication / Community Engagement Strategy.	CEO / MECS	A Communication / Engagement Strategy in place by end June 2019
Action	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.
Action	1.8.3	Maintain information on the Board's website and through social media.	MBCS	Number of page views per month.
Strategy	1.9	Ensure high standards of customer service.	Responsible Officer	Operations Plan 2018/2019
Action	1.9.1	Provide appropriate services efficiently and effectively to the appropriate service level.	CEO / Unit Managers	Communication of and access to information improved.
				Efficiency and effectiveness of employees enhanced.
				Actions from the CSIP implemented, including the following:
				Explore on-line services.

Action	1.9.2	Implement the Customer Service Improvement Plan (CSIP).	CEO / Unit Managers	Continue improved Work and Development Planning system
				Implement social media initiatives
				Review processes and procedures to improve customer service.

Strategic Direction: Strong and Sustainable Economy				
Strategy	2.1	Market the island as a tourist destination.	Responsible Officer	Operations Plan 2018/2019
Action	2.1.1	Maintain and enhance the sustainable tourism 'product' through the provision of infrastructure, engineering and environmental services.	CEO	Direct feedback from community members and tourists.
Action	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.
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.	CEO / MBCS	Regular consultation and information sharing takes place.
Action	2.1.4	Promote the island in key source markets as resources allow.	CEO / MBCS	Results of marketing activities are measured. Participate in marketing strategy and plan development. Post survey review/analysis.
Action	2.1.5	Ensure website content is current and relevant.	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.	MBCS	The DMP is reviewed by December 2018. Those parts of the DMP for which the Board is responsible are implemented.
Action	2.1.7	Ensure efficient and effective visitor information services are provided.	CEO / Unit Managers	The MOU between the Board and the LHITA is implemented in a manner that achieves this outcome.
Strategy	2.2	Foster an environment that supports sustainable economic development.	Responsible Officer	Operations Plan 2018/2019

Action	2.2.1	Work with business regarding options and plans for sustainable business growth.	CEO	Support for local business development provided.
Action	2.2.2	Pursue avenues of funding to implement economic development projects.	MBCS	Funding opportunities, pursued and reported.
Action	2.2.3	Develop and maintain contemporary policies to aid sustainable development.	MBCS	Policies regularly reviewed and red tape reduced.
Action	2.2.4	Work with the Nursery lessees to support the development of a major tourist attraction.	MBCS	Close cooperation and planning is ongoing.
Action	2.2.5	Introduce Commercial Tour Operator licensing system	MECS	Commercial Tour Operator licensing system for Mt Gower Walk and other areas of PPP developed and implemented following consultation with key stakeholders by 30th March 2019
Strategy	2.3	Effectively manage the Board's business enterprises.	Responsible Officer	Operations Plan 2018/2019
Action	2.3.1	Operate the LHI Liquor Store.	MBCS / Liquor Store Manager	Budgeted revenue and expenditure targets are met.
Action	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.
Strategy	2.4	Effectively manage the Board's commercial leases.	Responsible Officer	Operations Plan 2018/2019
Action	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. Former Post Office building advertised for commercial opportunities by end December 2018.
Strategy	2.5	Take action to ensure appropriate and adequate servicing of the island by a major airline.	Responsible Officer	Operations Plan 2018/2019
Action	2.5.1	Work with Air Services stakeholders and negotiate with Qantas and other airlines to ensure services to the island beyond 2018.	CEO / MBCS	Progress initiatives to ensure air services to LHI beyond 2022.
Action	2.5.2	Undertake Feasibility Study into the extension of the airport runway	CEO / MIES	Complete feasibility study March 2019. Commence actions with the aim of ensuring an airtservice into the future.

Strategic Direction: Sound Infrastructure

Strategy	3.1	Provide sound asset management.	Responsible Officer	Operations Plan 2018/2019
Action	3.1.1	Review and update TAMPLAN annually for Board approval in March.	MIES	TAMPLAN is updated annually to support Treasury CAPEX requests
Action	3.1.2	Develop procedures then undertake and document preventative maintenance on all assets to reduce failures.	MIES	Progress of TAMPLAN reported at quarterly Board meetings.
Action	3.1.3	Implement Authority Asset Maintenance System (AMS).	MIES	Initial gap analysis commenced to inform spacial data. AMS commenced Dec 2018
Action	3.1.4	Replacement or new plant items.	MIES	Replacement utility vehicles (1 off) purchased by end March 2019.
				Yard forklift \ telehandler replaced by March 2019.
				Purchase new concrete mini-mix and orca March 2019
Strategy	3.2	Maintain recreational facilities for visitor and community use.	Responsible Officer	Operations Plan 2018/2019
Action	3.2.1	Maintain and improve standard of recreational facilities through regular maintenance.	MIES	Recreational facilities are available for use.
				Undertake review of parking options for CBD to address current and proposed new development (including landscaping)
Action	3.2.2	Manage construction for the Airport Terminal Upgrade.	MIES	Identify and prioritise additional minor improvement projects for airport.
Action	3.2.3	Implement approved walking track strategy.	MECS	Priority walking track works as per strategy implemented in accordance with available funding.

Strategy	3.3	Operate Aerodrome safely for Regular Passenger Transport (RPT) services, medical evacuations and general aviation.	Responsible Officer	Operations Plan 2018/2019
Action	3.3.1	Arrange Annual Aerodrome Technical inspections and participate in CASA audits.	Aerodrome Controller / MIES	Annual Aerodrome Technical Inspections and CASA Audits completed and recommendations acted on.
Action	3.3.2	Review effectiveness Bird and Animal Hazard Management Plan annually.	Aerodrome Controller / MIES	Bird and Animal Hazard Management Plan effectiveness reviewed annually.
				Strategies to minimise risk of bird strike to aircraft implemented.
Action	3.3.3	Review Aerodrome Manual annually.	Aerodrome Controller / MIES	Aerodrome Manual updated annually and distributed.
Action	3.3.4	Hold Aerodrome emergency exercises annually.	Aerodrome Controller / MIES	Desktop aerodrome emergency exercise held in 2018/2019.
Strategy	3.4	Maintain road network in good condition for all road users.	Responsible Officer	Operations Plan 2018/2019
Action	3.4.1	Implement road renewals as per TAMPLAN, subject to budget allocations.	MIES	Thompson's Road rehabilitated and resealed.
				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 on Island by end March 2019.
Action	3.4.2	Regular routine road maintenance programmed.	MIES	Standard of roads is maintained or improved.
Strategy	3.5	Maintain wharf to serve shipping contractor, charter operators and visiting boats.	Responsible Officer	Operations Plan 2018/2019
Action	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.
				Timber piles on low level landing are replaced.
				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.	Responsible Officer	Operations Plan 2018/2019
Action	3.6.1	Maintain Board buildings as per TAMPLAN.	MIES	Buildings are maintained to an acceptable standard for commercial and residential purposes.
Action	3.6.2	Depot shed extension	MECS \ MIES	Contract issued, construction complete March 2019.
Action	3.6.3	Research Facility extension	MECS \ MIES	Commenced tender process, March 2019.
Action	3.6.4	Hospital garage and morgue	MIES	DA submitted March 2019. Construction commenced June 2019.
Action	3.6.5	Refurbish rainwater collection at Depot/Admin, Gov House and Public Hall to maintain supply levels.	MIES	Review need for remaining tanks and implement priority works June 2019.
Action	3.6.6	Repair and renovate Aviation Fuel Shed	MIES	Replacement shed, build complete June 2019

Action	3.6.6	Repair and renovate Aviation Fuel Shed	MIES	Replacement shed, build complete June 2019.
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.	Responsible Officer	Operations Plan 2018/2019
Action	3.7.1	Undertake detailed design, planning and construction for upgraded boat ramp and launch/retrieval system.	MIES	Submit DA following RMS design and process, commence implementation plan
Strategy	3.8	Provide reliable and efficient electricity supply.	Responsible Officer	Operations Plan 2018/2019
Action	3.8.1	Maintain electricity generation and distribution system to provide a reliable and safe supply.	MIES	Unplanned electricity outages are maintained at 2015/2016 levels.
Action	3.8.2	Hybrid Renewable Energy Project continues to progress.	MIES	Project is resolved and agreement reached on next stage.
				ARENA funding agreement obligations met.
				Construction on Solar PV commenced
Action	3.8.3	Electricity Safety Management System implemented fully and audited.	MIES	ENSMS Compliance maintained
Action	3.8.4	Consider second electrical officer position.	MIES	Appoint second Electrical Officer
Strategy	3.9	Provide efficient and environmentally sustainable waste and recycling management services.	Responsible Officer	Operations Plan 2018/2019
Action	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 2019.
				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 delivered and installed by end March 2019.
Action	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. Pollution Reduction Programs (PRPs) within licence are planned and executed as required.
Action	3.9.3		MIES	Construct concrete waste bunkers Dec 2018

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.	Responsible Officer	Operations Plan 2018/2019
Action	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
Action	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.
Action	4.1.3	Contribute to World Heritage Area conservation by being a member of the Australian World Heritage Advisory Committee (AWHAC).	CEO / MEWH	Active contribution to AWHAC.
Strategy	4.2	Work to prevent the introduction of exotic pests and pathogens to and eradicate exotic pests from the Island.	Responsible Officer	Operations Plan 2018/2019
Action	4.2.1	Implement biosecurity measures to protect against the introduction of exotic pests and pathogens to the Island.	MEWH	High priority actions identified in the LHI Biosecurity Strategy are implemented
			MEWH	Procedures for use of detection dogs are developed, consulted on and approved prior to commencement of dog usage.
			MEWH	Regular biosecurity inspections are conducted with detection dogs at high risk entry points.

Action	4.2.2	Implement the LHI Weed Management Strategy 2016 and Program to eradicate invasive weeds	CEO	Implement Weed Management Strategy
Action	4.2.3	Seek philanthropic investment in the implementation of LHI Weed Management Strategy / Weed Eradication Program	CEO	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
Action	4.2.4	Complete Planning and Approvals stage of Rodent Eradication Program.	CEO	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
Action	4.2.5	Finalise operational planning and commence implementation of Rodent Eradication Program	CEO	Subject to decision under 4.2.5, REP is commenced by June 2019
Strategy	4.3	Identify, protect and value heritage items.	Responsible Officer	Operations Plan 2018/2019
Action	4.3.1	Assist the LHI Historical Association and the community with conservation of heritage items	MECS	Applications for community grants and external funding for heritage conservation initiatives are supported.
Action	4.3.2	Identify and protect heritage items	MECS	Heritage requests considered and assessed. Heritage items to be considered in all DA planning assessments.

Strategy	4.4	Improve awareness and understanding of the environment through education and research.	Responsible Officer	Operations Plan 2018/2019
Action	4.4.1	Provide regular updates on environmental programs, research and maintain interpretation to increase environmental awareness	MEWH, REP PM, FMO	Articles prepared for Community Bulletin, Signal and LHIB website and community consultation undertaken on weeds, rodents, waste management and biosecurity
Action	4.4.2	Encourage appropriate environmental research which is of benefit to LHI environment and community.	MEWH	High priority research supported
Strategy	4.5	Improve environmental sustainability of Board programs and operations (waste disposal; wastewater; renewable energy).	Responsible Officer	
Action	4.5.1	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/or Community Bulletin.
Action	4.5.2	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.
Action	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 2019.
				All Board property wastewater systems are maintained in accordance with Strategy.
Action	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.
Action	4.5.5	Undertake two waste audits to monitor and record waste types and volumes received from the community.	MIES	Audits completed by end June 2019.
Action	4.5.6	Develop a program to phase out single-use takeaway containers on the Island.	MIES	Feasibility of installing two more water refill stations.
				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

Strategic Direction: Responsible Land Management

Strategy	5.1	Design land use and development policies that balance environmental, economic and social outcomes.	Responsible Officer	Operations Plan 2018/2019
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Action	5.1.1	Finalise Stage 1 review of the LHI Local Environmental Plan (LEP)	MECS	Planning proposal revised with external assistance and lodged with DPE - finalised March 2019.
Action	5.1.2	Commence Stage 2 review of the LHI Local Environmental Plan (LEP)	MECS	Deferred subject to priorities set by CSP.
Action	5.1.3	Undertake a review of the Dwelling Allocation and Entitlement Policy	MECS	Dwelling Allocation and Entitlement Policy is reviewed and implementation plan progressed March 2019.
Action	5.1.4	Undertake Market Demand Study of Staff Accommodation	MECS	Study is completed by June 2019
Strategy	5.2	Provide an efficient and effective development planning and assessment service.	Responsible Officer	Operations Plan 2018/2019
Action	5.2.1	Provide development planning and assessment through the services of an independent planning consultant.	MECS	Annual performance reviews of planning contract undertaken.
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.	MECS	Biannual report of planning and assessment systems and processes undertaken.
Strategy	5.3	Provide an effective lease administration system.	Responsible Officer	Operations Plan 2018/2019
Action	5.3.1	Administer leases in accordance with the Act.	MECS	Continue review of perpetual leases on a periodic basis.
Action	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 within 12 months of Government finalisation of Handley Report
Strategy	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 2018/2019
Action	5.4.1	Ensure LHI Permanent Park Preserve is managed in accordance with Plan of Management.	MECS	Review completed PPPOEM, reported to LHIB and submitted - Mar 2019.
Strategy	5.5	Protect and manage vacant crown lands.	Responsible Officer	Operations Plan 2018/2019
Action	5.5.1	Develop a plan for management of Norfolk Island Pines	MECS	Plan developed by June 2019

Strategy	5.6	Rehabilitate degraded areas.	Responsible Officer	Operations Plan 2018/2019
Action	5.6.1	Undertake rehabilitation of the Old Powerhouse Precinct to allow alternative uses.	MIES	Investigate traffic parking options in CBD with future developments.
Action	5.6.2	Finalise review of LHI Vegetation Rehabilitation Plan, 2003 and implement high priority actions.	MEWH	Draft Vegetation Rehabilitation Plan placed on public exhibition by June 2019
Action	5.6.3	Implement LHI Coastal Study recommendations to manage erosion and recession risks.	MIES	Concrete protection of geotextile bag wall at Pinetrees Boatshed is completed by Dec 2018.
				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.
				LHIB review funding options
				LHIB review funding options

Strategic Direction: Strong and Engaged Community

Strategy	6.1	Plan for appropriate services for the community.	Responsible Officer	Operations Plan 2018/2019
Action	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.
Strategy	6.2	Improve relationship with the community through engagement and consultation.	Responsible Officer	Operations Plan 2018/2019
Action	6.2.1	Develop a communication / community engagement strategy to support an informed and involved community.	CEO / MECS	Communication / community engagement strategy developed by Nov 2018.

Strategy	6.3	Provide professional environmental and public health services.	Responsible Officer	Operations Plan 2018/2019
Action	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.
Action	6.3.2	Prepare and implement Drinking Water Quality Assurance Program for Board supplies.	MIES	Drinking Water Quality Assurance Program implemented and documented fully.
Strategy	6.4	Support capacity building in community organisations.	Responsible Officer	Operations Plan 2018/2019
Action	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.
Strategy	6.5	Promote programs that provide for children.	Responsible Officer	Operations Plan 2018/2019
Action	6.5.1	Make funds available under LHI Scholarship Program to support the completion of tertiary education that contributes to LHI.	MECS	\$10,000 pa provided for LHI Scholarship Program.
Action	6.5.2	Support community events.	MECS	Event calendar developed and priority events for Board assistance identified by end Jan 2019.
Action	6.5.3	Actively support progress of establishment of pre-school	MECS	Owners consent and DA assessed and lodged March 2019.
Strategy	6.6	Manage the Local Emergency Management Committee (LEMC) and Emergency Management Plan (EMPLAN).	Responsible Officer	Operations Plan 2018/2019
Action	6.6.1	Arrange quarterly meetings of LEMC.	LEMO / MIES	Quarterly meetings of LEMC held.
Action	6.6.2	Implement EMPLAN as required and coordinate annual review.	LEMO / MIES	EMPLAN implemented for any emergencies and annual review completed.