

# Lord Howe Island Community Strategy



**2010 - 2015**

*'PRIDE IN OUR ISLAND, UNITED AND CONFIDENT IN OUR FUTURE'*

**'The best way to predict the future is to  
create it.'**  
(Peter Drucker)

**'The future is not a result of choices among  
alternative paths offered by the present, but a  
place that is created first in mind, next in will,  
then in activity.'**

**The future is not a place to which we are going; it  
is a place we are creating. The paths to the  
future are not found, but made and the activity  
of making them changes both the maker and the  
destination'.  
(John Schaar)**

# Table of Contents

<b>Foreword</b> (by Community Reference Group)	4
<b>Abbreviations</b>	6
<b>1. Preamble</b>	8
<b>2. Community Vision Statement</b>	12
<b>3. Community Guiding Principles</b>	13
<b>4. Community Goals</b>	15
<b>5. Strategy Themes</b>	17
5.1 Community Building	17
5.2 Infrastructure and Transport	22
5.3 Tourism Development	26
5.4 Business Development	30
5.5 Child Services	33
5.6 Youth Development	35
5.7 Positive Ageing	39
5.8 Healthy Lifestyles	40
5.9 Education and Lifelong learning	43
5.10 Environment	46
5.11 Heritage and Cultural Development	49
5.12 Sport and Recreation	51
<b>6. Action Steps</b>	55
<b>7. Key Reference Documents</b>	74
<b>8. Appendices</b>	75
(i) Priorities of Community Café Conversation Evening	75
(ii) Student Consultation- Priority Wishes and Loves	77
(iii) Summary of Community Ideas	79
(iv) LHI Fact Sheet	85

# FOREWORD

The Lord Howe Island Community Strategy is an initiative of the Lord Howe Island community in response to the many uncertainties and difficulties that affect small and isolated communities. The island community has not previously developed an overall plan and the desire to create a cohesive and vibrant community led to a commitment to prepare a plan for our future.

The preparation and development of the LHI Community Strategy was possible due to the commitment and financial support of the Lord Howe Island Board. The Board recognises the vital importance of community engagement and the benefit of local experience and resident participation in decision making and project implementation.

The Community Reference Team was formed to assist and guide the engagement with the community to develop a community strategy. The key event was the 'Community Conversations Week' facilitated by Peter Kenyon of Bank of IDEAS and Denis Pontin. Their passion, commitment, professionalism and use of creative conversation activities resulted in an incredible range of ideas and possibilities which are now captured in this LHI Community Strategy. The combination of facilitators' energy, fresh eyes and the wisdom and experiences of locals was a truly powerful combination.

We now have a Plan with a vision statement, guiding principles, community goals and a set of strategies and actions. The Strategy is very much based on the philosophy that communities do not develop from the 'top down' or from the 'outside in', but from the inside out', when their residents invest themselves, ideas, assets, capabilities and resources in the process.

The Plan is certainly an ideas document, many of which we as a community are keen to implement. There are many actions in the Plan and the hard work now begins to implement these actions.

This Strategy provides an ambitious plan for the island and not all actions may be possible or achievable, but with the commitment and support of the whole community we can give it a go.

This Strategy is not a fixed document but will change as new ideas and goals are developed through the ongoing conversation. Like the planning phase, it requires the involvement of all residents and community organisations.

While the LHI Community Strategy document is significant it was the process - the conversation in the community about our future - that was most important. It is vital that we continue to talk, to have a conversation, to develop new ideas and to create the vibrant, inclusive, united and confident community we desire.

### **Community Reference Team**

(\* Front Cover Photograph provided by Ian Hutton)

# ABBREVIATIONS

ABS	Australian Bureau of Statistics
ATM	Automated Teller Machine
CATCH	Culture, Arts, Tourism and Community Heritage
BIGP	Business Industry Growth Program
CBP	Community Building Partnerships 2010
CCCC (NSW)	Community Child Care Co-operative (NSW)
CDG	Community Development Group
CDO	Community Development Officer
CEFA	Country Education Foundation of Australia
CRT	Community Reference Team
DCP	Development Control Plan
DECC	Department of Environment, Climate Change and Water
DET	Department of education and Training
DEEWR	Department of Education, Employment and Workplace Relations
DEWHA	Department of Environment, Water, Heritage and the Arts
DITRDLG	Department of Infrastructure, Transport, Regional Development and Local Government
DSRD	Dept of State and Regional Development
FRRR	Foundation for Rural and Regional Renewal
IDEAS	Bank of I.D.E.A.S.
IPTAAS	Isolated Patient Travel and Assistance Scheme
IRC	IDEAS Resource Kit
LEP	Local Environmental Plan
LHI	Lord Howe Island
LHIB	Lord Howe Island Board
LHITA	Lord Howe Island Tourist Association

MPA	Marine Parks Authority
NSW	State of New South Wales
PGP	Preschool Growth Program
PMHCCP	Port Macquarie-Hastings Customer service Program
PMHECT	Port Macquarie-Hastings Economic Development Team
REACH	Rural early Childhood Program
REP	Rural Education Program
RDA	Regional Development Australia
RIRDC	Rural Industries Research Development Corporation
RLCIP	Regional and Local Community Infrastructure Program
RSA	Responsible Service of Alcohol
SESHS	South Eastern Sydney Illawarra Area Health Service
SRCP	Small Rural Communities Program
SRPP	Sport and Recreation Participation Program
TF	Telstra Foundation
TNSW	Tourism New South Wales
VIC	Visitor Information Centre
VMWG	Vehicle Management Working Group

# 1. PREAMBLE

Lord Howe Island is a 1455 hectare paradise, and an Australian national treasure. Described by Sir David Attenborough as *'so extraordinary, it is almost unbelievable'*, Lord Howe Island (LHI) is one of only seventeen World Heritage areas in Australia. Many would consider it the most beautiful island in the Pacific. Settled in 1834, LHI has a resident population of 364 persons, and attracts over 15,000 tourists per year.

*'I have seen the future  
and the future is now.'*  
(Anon)

The Lord Howe Island Board (LHIB), a NSW Statutory Authority established under the Lord Howe Island Act, 1953, is charged with the administration of the affairs of the Island, including the provision of community services and infrastructure, protection of World Heritage values, management of development and delivery of sustainable tourism. The Board recognises the vital importance of community engagement and the benefit of local experience and resident participation in decision making and project implementation. In April, 2010, it formed a Community Reference Team to assist and guide the Board in the planning and implementation of a community engagement project that would achieve the Board's objective - *"to enhance the wellbeing and welfare of individuals and the Island's community by providing social, community and economic services, programs and facilities that develop, support and safeguard the well-being and health of the current and future community"*.

*'There is no power for  
change greater than a  
community discovering  
what it cares about.'*  
(Margaret Wheatley)

In May, 2010 a ten day *'Community Conversations'* dialogue program was instigated with the assistance of the Bank of I.D.E.A.S. Through surveys, public events, a



youth photo voice competition, structured interviews and thematic focus groups - in fact 48 'group conversations', over two thirds of the Island residents contributed their opinions, aspirations and ideas.

The focus of the 'Community Conversations' was five key sets of questions, namely-

- **Who are we?** - What do we value most about our Island and our lifestyle? What are our guiding values/principles? What are the key issues that we need to face now and in the future?
- **What do we have?** - What are our assets, resources, experiences, strengths and capacities that we can build upon? What works well in our community?
- **Where do we want to be?** - What is our preferred future and vision? What are our key priorities regarding the future?
- **How do we get there?** - What are possible strategies, actions and resources to achieve our preferred future?
- **How do we know when we get there?** - What are our possible performance indicators that provide a frame of reference to gauge our actions?

*'My interest is in the future because that is where I am going to spend the rest of my life.'*  
(KF Kettering)

*'We can either be victims of change or we can plan for it, shape it and emerge stronger from it. The choice is yours.'*  
(Sonaran Institute)

Subsequently, the information generated through the '*Community Conversations*' has resulted in this Lord Howe Island Community Strategy. Fundamentally, the Community Strategy is a summary of community aspirations. Community aspirations describe what we think is important to our wellbeing. They outline our desired vision and plan of action in relation to present and future social, economic, cultural and environmental wellbeing. Thus this Community Strategy is simply a vision and a

set of priorities about how we would like to see our Island evolve over the next five years.

This Community Strategy identifies our guiding principles, community goals, key community ideas/wishes, community assets/resources, community challenges, 61 recommended planned actions and indicators of success for 12 strategy themes, namely -

- community building;
- infrastructure and transport;
- tourism development;
- business development;
- child services;
- youth development;
- positive ageing;
- healthy living;
- education and lifelong learning;
- environment;
- heritage and cultural development; and
- sport and recreation

***'Make no little plans, they have no magic to stir people's blood and probably will not be realized. Make big plans, aim high in hope and work. Remember that our children are going to do things that will stagger us.'***  
**(Daniel Burnham)**

Imagining and planning the future was the easy part. The potent pitfall of any Strategy is that it simply *'gathers dust on a shelf'*. If the resident aspirations as reflected in this Strategy are to become a reality, it will require the commitment, collaboration, goodwill and involvement of Island residents, Board members and staff, businesses and organisations. The achievement of the Strategy's vision and

recommended initiatives needs to be shared by all members of our community. While the LHIB is a stakeholder with certain resources to contribute the Strategy's implementation, the task requires the collaborative partnership and contribution of the entire island community and its diverse population and range of organisations. Acknowledging the Lord Howe Island community does not have control over every aspect of life, it does have considerable ability and opportunity to sustainably shape its collective future. Community and economic *'success is definitely an inside job'*.

This Community Strategy spans five years: 2010 - 2015. However, it needs to be a living document that is continuously reviewed to assess successful impact and to reflect changing circumstances, aspirations and priorities of the community. The Lord Howe Island Board, in collaboration with the proposed Community Development Group (CDG) will monitor, evaluate and re-focus the Community Strategy over the coming five years.

**Together we can make a difference!**

## 2. COMMUNITY VISION STATEMENT

Our Vision for Lord Howe Island is -

***'A vision statement is a vivid description of what we want our community to be, without the current barriers, unshackled by our past, and tied to what we hold dear.'***

**(Oklahoma Community Institute)**

*"A vibrant, inclusive, united and confident community which seeks to provide a quality lifestyle and positive interaction between the needs and aspirations of our residents, visitors and environment"*

***'A plan, which usually contains objectives, strategies and initiatives, tells us how to get there. A Community Vision Statement tells us where "there is" – what the community aspires to become.'***

**(Bank of I.D.E.A.S.)**

### 3. COMMUNITY GUIDING PRINCIPLES

The following community guiding principles provide the context for the *Lord Howe Island Community Strategy 2010-2015*. They were identified and prioritised at the major community planning event of the '*Community Conversations*' phase as the basis and context for the development of the Lord Howe Island community. Any proposed community action will be measured against these values, namely -

*'Guiding principles are the fundamental, moral and ethical beliefs that we share as a group. They represent core values and describe what our community considers important. They serve to –*

- *define the boundaries of our conduct;*
  - *act as driving forces for Our Strategy's and actions;*
  - *represent the culture that we desire to live in; and*
  - *foster trust, teamwork and unity.'*
- (Bank of I.D.E.A.S.)

- **Community Connection**- supports and encourages each other in our daily lives as well as in times of crisis.
- **Island Character and Heritage**- retains and enhances our Island character, heritage, cultural traditions, environment and lifestyle.
- **Environment and Sustainable Practices**- respects our natural environment, and commits to ensuring that the needs of the present are met without compromising the ability of future LHI generations to meet their needs.
- **Safety and Freedom**- retains our unique sense of safety and freedom.
- **United Community**- fosters trust, tolerance and community inclusiveness.
- **Positive mindset** - encourages community spirit, positive attitudes, hopefulness and a passion for our community.

*'When spider webs unite  
they can tie up a lion'.  
(Ethiopian Proverb)*

- **Community Involvement**-values the contribution of all Island members, regardless of age or length of residency, and generates opportunities for active participation by residents in community planning and action.
- **Cultural and Recreational Opportunity**-provides Island residents with relevant and diverse cultural and recreational opportunities, facilities and programs.
- **Business Excellence and Collaboration**- encourages a strong, innovative, profitable and collaborative business environment.
- **Celebration** - encourages pride and times of celebration relating to the Island's heritage, uniqueness, culture and achievements.

## 4. COMMUNITY GOALS

Our Lord Howe Island Community Strategy is ambitious in scale and is based on the achievement of the following 18 community goals by the year 2015. The Community Goals were identified through the various group dialogues during the "Community Conversations" program. The agreed 18 goals of the community are-

- to build Lord Howe Island as an inclusive, cohesive and united community;
- to implement actions which build a sense of place and community spirit, fosters local initiative, and encourages active participation of the Island's residents.
- to retain and enhance the unique environment, heritage, character and culture of Lord Howe Island;
- to increase the net number, quality and variety of employment and training opportunities for Island residents;
- to support and empower local young people, recognising their importance and contribution to LHI and giving them the best start possible to their adult life, including the possibility to remain on, or return to Lord Howe Island;
- to retain and strengthen the unique marketing appeal and visitor attraction success of Lord Howe Island as a tourism destination;
- to identify and support the development of business diversification opportunities;
- to enhance business performance, service and collaboration;
- to strengthen the Island's organisational and leadership capacity and resource base to embrace and manage positive change;

***'Community Goals are broad statements of intent that direct our efforts towards accomplishing our vision in line with our guiding principles.'***  
**(Bank of I.D.E.A.S.)**

- to become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities;
- to manage challenges to the unique environment of Lord Howe Island for the benefit of current and future generations;
- to enable all residents to enjoy wellness and good health through the adoption of healthy personal lifestyles and access to quality health services;
- to preserve and enhance the built environment, ensuring it is sustainable, relevant, safe and conducive to Island character;
- to continue to enjoy an enviable reputation for safety and a sense of freedom;
- to provide a wide range of passive and active recreation and sporting facilities, events, clubs and opportunities;
- to enhance the cultural life of Lord Howe Island with a diverse range of cultural and creative opportunities, learning experiences and events
- to provide access to quality early childhood support, learning and development programs; and
- to continuously identify and secure the necessary financial and technical support to achieve community aspirations.



# 5. STRATEGY THEMES

Responding to our Vision Statement and set of Community Goals, the Lord Howe Island community has identified 12 strategy themes. Within each strategy area, there is a recommended set of planned actions, 61 in total.

*'It takes an orchestra to play a symphony.'*  
(Mark Patterson)

## 5.1 COMMUNITY BUILDING

The most obvious expression of a healthy community are high levels of community participation, pride, tolerance and inclusiveness. Our Community Strategy focusses on many initiatives to build such behaviours and attitudes.

*'Strong communities create a place for everyone's gifts- there are no strangers.'*  
(Mary Nelson)

### Our Community Goals:

- To build Lord Howe Island as an inclusive, cohesive and united community.
- To implement actions which build a sense of place and community spirit, fosters local initiative, and encourages active participation of the Island's residents.
- To retain and enhance the unique environment, heritage, character and culture of Lord Howe Island.
- To strengthen the Island's organisational capacity and resource base to embrace and manage positive change.
- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities

- To continuously identify and secure the necessary financial and technical support to achieve community aspirations.

### **Our Key Community Ideas and Wishes:**

- Create more opportunity for social activity and community interaction
- Maintain our unique sense of community safety and freedom
- Foster greater community involvement
- Create more special events
- Instigate welcome functions for new residents
- Reintroduce movie nights
- Create a multi-purpose community centre
- Establish a Community Development Committee and Community Development Officer positions
- Achieve more local control and involvement
- Break down barriers between 'Them' and 'Us'
- Improve community communications
- Create more community/Board collaboration on policy and project development
- Develop a LHI community website
- Investigate the feasibility of a LHI Community Trust/Foundation and/or Community Bank
- Facilitate more community ownership of the future
- Create ongoing opportunities for the voices of all to be regularly heard.

*'I love Discovery Day and Fish Fry when everyone puts up their hand to help and gets involved with activities.'*

(LHI Central School Student)

### **Our Community Assets / Resources:**

- Passionate community
- Significant number of local residents willing to get involved in community enhancement activities.
- Local community newspaper
- Strong sense of Island heritage, culture and identity
- Sense of safety and freedom that is not a reality on the Mainland
- Local leadership and volunteerism
- Community generosity with fund raising
- Key events eg 'Discovery Day and Fish Fry'
- Strong and active Church life
- Island lifestyle eg honest boxes, barefoot school, 25 Km/h speed limit, natural outdoor recreational options etc
- Market Days
- Community building role of the choir
- Central School with strong community support
- Museum and Visitor Centre
- No mobile phones
- Community Cooperative
- Port Macquarie connections
- Strong Bowling, Aquatic and Golf clubs
- Local community radio station
- LHI Diaspora- former residents still interested in and connected to the Island.

### **Our Community Challenges:**

- Community division and unhealthy behaviors
- 'Them' and 'Us' attitudes
- Same old faces doing most community tasks
- Leadership succession
- Volunteer burn out
- Negativity and cynicism
- No skills audit/register
- Lack of child care service
- Aging population
- Loss of young people
- High travel costs to Mainland
- Rat eradication controversy
- Cherry guava tree removal
- Absentee land leaseholders
- No local service clubs
- Continuation of local newspaper
- No community website
- Work-life balance
- Land tenure issues.

### **Our Planned Actions:**

1. Establishment of a **LHI Community Development Group** to coordinate the community development initiatives of the Strategy and the recommended Task Teams and Study Groups.

2. Creation of **Community Development Officer positions** to provide the 'arms and legs' in supporting the initiatives of this Strategy.
3. Undertaking of an **Island 'skills and passions' audit**, including members of the LHI Diaspora.
4. Development of an **Island Leadership Development Strategy** with a budget allocation.
5. Formation of a Task Team to explore the possibilities in creating a **Community Foundation/Trust and/or Community Bank**.
6. Creation of a **'Time Bank' scheme** to strengthen volunteerism on the Island.
7. Instigation of a **calendar of special events**.
8. Formation of a Task Team to examine and enhance **Island communications** including community website, community newspaper, community radio station and communications with the LHI Diaspora.

#### **Indicators of our Success:**

- Increase in community participation.
- Growth in community leadership capacity, participation and ownership.
- Removal of 'Them' and 'Us' attitudes.
- Community consensus on rat eradication.
- Enhanced community pride.
- Greater levels of youth participation.
- Less community division.
- Increased usage of state, national and international leadership development opportunities.

*'In an information age, leadership not location is the most important factor in a community's survival.'*  
(Jack Shultz)

- Greater awareness and appreciation of community and resident skills, contributions and resources.

## 5.2 INFRASTRUCTURE And TRANSPORT

Our community recognises that the Island's growth in terms of population and tourist numbers, as well as rising resident aspirations has implications for the Island's infrastructure and transport systems. This Community Strategy recognises the need for community action in regard to a number of critical challenges.

### Our Community Goals

- To manage challenges to the unique environment of Lord Howe Island for the benefit of current and future generations.
- To preserve and enhance the built environment, ensuring it is sustainable, relevant, safe and conducive to Island character.
- To continue to enjoy an enviable reputation for safety and a sense of freedom.
- To strengthen the Island's organisational and leadership capacity and resource base to embrace and manage positive change.
- To provide a wide range of passive and active recreation and sporting facilities, events, clubs and opportunities.

### Our Key Community Wishes and Ideas:

- Achieve certainty and long term solution for air service
- Build a multi-purpose community recreation centre

*'Current aircraft servicing the Island have a use-by date. Now is when we must begin working on future air travel needs. We require a local Taskforce acting on this issue now, not tomorrow'  
(LHI resident)*

- Establish a multi-purpose arts facility
- Upgrade the airport to ensure night landings and take offs in an emergency
- Find creative and sustainable solutions to the housing shortage challenge
- Ensure continuity of the shipping service
- Explore aged care facility options
- Give more precedence to pedestrian and bicycle movements
- Reduce vehicle movements- less car use, more walking and cycling
- Introduce a community bus service
- Encourage greater focus on alternative technology
- Introduce road safety education information for visitors
- Investigate 'conditional' registration for all LHI vehicles
- Widen foreshore path
- Establish a community garden
- Remove noisy diesel generators.

**Our Community Assets / Resources:**

- Regular air services
- Island based sea freight service
- Outdoor staff resource of LHI Board
- Recycling centre and programs
- 25 Km/h speed limit
- No mobile phones
- Quality facilities - Museum and VIC, golf club, bowling club, Community Hall.
- Relationship with Port Macquarie and their Council and business community

### **Our Community Challenges:**

- Uncertainty over air services
- Limited airport infrastructure
- Uncertainty of “back-up” shipping services
- Housing shortage- number of new houses limited to 25 over a 20 year period
- Housing affordability and construction costs
- Absentee lease holding
- Lack of aged care option
- Lack of employee housing
- Lack of broadband access and exclusion in the planned national broadband rollout
- High transport costs to Mainland
- No public transport
- Freight costs
- Traffic conflict issues
- Road rules being poorly adhered to
- Growing number of vehicle movements
- Lack of commercial space
- Limited informational signage
- No ATM
- Vehicle insurance, registration and third party costs
- High energy costs.



### **Our Planned Actions:**

1. Establishment of an **Island Air Services/Airstrip Task Team** to maintain regular negotiations with Qantas and other stakeholders regarding future options for air services.
2. Engage the community in the **review of the Local Environmental Plan and Development Control Plan especially in regard to future housing.**
3. Request the Vehicle Management Working Group to examine instigation of a **number of resident transport recommendations** including-
  - **conditional registration of all vehicles** to minimise insurance, registration and third party costs.
  - creation of an **Island Protocol** regarding pedestrian/bicycle/vehicle common use of road system.
  - **initiatives to educate visitors regarding road safety and road rules.**
  - **reduction in vehicle movements**, including the exploration of options for the introduction of a public transport service on the Island.

### **Indicators of our Success:**

- Certainty in terms of continuing suitable air services.
- Resident satisfaction regarding housing options.
- Enhanced community pride.
- Reduced costs of living.
- Reduced traffic movements.

### 5.3 TOURISM DEVELOPMENT

Our community has a long and successful involvement in the tourism industry. LHI's importance as a national tourism destination is captured by Tourism NSW (TNSW): *"In an industry that is known for over-using the word 'unique', LHI is truly a unique destination, with a combination of flora and fauna not seen anywhere else in the world, interesting local characters, quirky customs and charming traditions."*

Recent National acknowledgement for visitor satisfaction -the *'Visitor Profile and Satisfaction Report'* from Tourism Research Australia put Lord Howe Island in first place out of 62 destinations across Australia for visitor satisfaction- illustrates the quality of the tourism experience on Lord Howe Island. Local residents appreciate the value of tourism and are committed to its continued importance in the Island's economic future. Currently, the Island attracts over 15,000 annual visitors, up from 11,000 in 2001. It contributes in excess of \$25 million per annum to the Island's economy.

#### **Our Community Goals:**

- To retain and strengthen the unique marketing appeal and visitor attraction success of Lord Howe Island as a tourism destination.
- To enhance business performance, service and collaboration.

#### **Our Key Community ideas and Wishes:**

- Achieve certainty and long term solution for air service
- Maintain the unique and niche nature of the Island's appeal
- Implement the Regional Tourism Plan

***'A full time permanent job is created by every additional 18 international visitors or 177 domestic trips in NSW.'***  
(Tourism New South Wales)

***'LHI is a reminder of more innocent times when doors weren't locked, honest boxes were the rule and cars gave way to bicycles.'***  
(Tourism New South Wales)

- Create an Island Tourism Manager position
- Improve overall customer service ethic to ensure continuing high levels of visitor satisfaction
- Maintain the friendly Island atmosphere with the tourists
- Increase community awareness of the value of tourism
- Create a Tour Operators Network
- Establish an Island customer service accreditation scheme.

#### **Our Community Assets / Resources:**

- High national tourism profile
- Considered by many as the most beautiful island in the Pacific- spectacular scenery
- Strong, professional and well supported LHI Tourism Association (LHITA) with an Executive Officer/ marketing person and Strategic Business Plan
- LHI Regional Tourism Plan
- World Heritage status since 1982- one of only four island groups in the world
- Island beauty and niche market appeal
- Distinct and appealing Island lifestyle- yesteryear feel and traditions
- The world's southernmost coral reef
- 400 tourist limit
- Australia's premier birdwatchers' destination
- Quality and diverse range of accommodation options
- Quality and diverse range of tourist experiences
- LHITA website
- Collaborative marketing initiatives

***'Lord Howe Island ranked No. 1 for visitor satisfaction from a survey of visitors to 62 of Australia's top tourist destinations.'***  
(Tourism Research Australia)

***'Landing at LHI is like stepping into the pages of a fairytale book.'***  
(Gary Bell, Underwater Photographer)

- Long tourism history dating back to 1900's
- Attractive climate
- Visitor Information Centre (VIC)
- Rich heritage and local stories
- Sense of personal safety
- Regular air services
- Quality Museum and VIC
- World class publications on LHI's environment, flora and fauna
- Calendar of special events
- School heritage movie afternoons
- Extensive walking trails
- Islander hospitality and characters
- Unique flora and fauna- 166 different birds, 300+ plant species, 500 fish species, 184 species of native flowering plants, 58 types of ferns, 105 moss species, 200 alga species, 80+ species of coral and 5 species of birds and 50+ plant species that are found nowhere else.
- Kids paradise- sense of safety
- Mt Gower- recognised as one of the best one day walks in Australia
- No snakes, sand flies or stingers!

#### **Our Community Challenges:**

- Seasonality and perception that Island is 'closed' in winter
- TNSW expectation that LHITA will become self-sustaining
- Stress of a nine month, seven day a week tourism season
- Lack of tourism strategy

- Global tourism vulnerability and ever growing options
- Weather vulnerability
- High cost of living
- No ATM
- Poor informational signage (especially heritage signage)
- Growing vehicle traffic
- Ageing accommodation
- Bed tax controversy
- Staffing issues - availability, quality, service ethic, housing
- Confusion in the market with Norfolk Island.

#### **Our Planned Actions:**

1. Implementation of **the Regional Tourism Plan 2010** that encompasses many industry development issues including organisation, financing, marketing, business networking, customer service, staff development and new product development.
2. Design and implementation of **a LHI Ambassador Program** which would provide the opportunity for the staff of any LHI business to experience a training program that would impart key customer service principles and international benchmarks and develop a deeper collective appreciation of LHI culture, attractions and services.
3. Implementation of **a LHI visitor welcome kit and visitor feedback mechanism** at the airport.

EarthCheck is used by travel and tourism organisations around the globe to guide their environmental sustainability initiatives. EarthCheck is the largest environmental benchmarking, certification and management solution in use by the tourism industry.

4. Formation of a Task Team to explore the introduction of an EarthCheck (formerly Green Globe 21) certification scheme on LHI. Ultimate aim would be for LHI to achieve EarthCheck community status.
5. Involvement of the tourism industry in **measures to reduce environmental footprint** and work to protect / enhance the natural environment.

#### **Indicators of our Success:**

- Local employment growth and greater diversity.
- Growth in resident appreciation and understanding of the value of tourism.
- Improved business capacity, service quality and networking/cross promotion.
- Growth in level of tourism investment and new tourist initiative.
- Greater visitor expenditure on local products and services.
- Creation of an ATM.
- Increased awareness in eco-tourism.
- Reduction in the ecological footprint of businesses.

## **5.4 BUSINESS DEVELOPMENT**

Our LHI economy has a narrow economic focus, namely the tourism industry, which is vulnerable to many global forces. This Strategy recognises the need to strengthen overall business viability, diversify the existing business base and explore and assist with the development of new business initiatives especially related to IT, cultural and creative industries, agriculture and alternative technology. The support of the Port Macquarie-Hastings Economic Development Team and their programs is a great resource to utilise.

*'If opportunity doesn't knock, build a door.'*  
(Milton Berle)

*'In the fields of opportunity, it's ploughing time again.'*  
(Neil Young)

### **Our Community Goals:**

- To identify and support the development of business diversification opportunities.
- To enhance business performance, service and collaboration.
- To increase the net number, quality and variety of employment and training opportunities for Island residents.
- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities.

### **Our Key Community Ideas and Wishes:**

- Diversify the local economy from sole dependence on tourism
- Develop a '*Code of Ethics*' regarding how we work together and solve business conflicts
- Eliminate copy cat business practices and unlicensed business activities
- Install an ATM
- Create opportunities for more business and professional development
- Encourage and support Islander young people to consider the trades
- Organise business and professional training courses.
- Strengthen the business links with Port Macquarie.

### **Our Community Assets / Resources:**

- Strong tourism industry
- Skills and resources of the Lord Howe Island Board
- Kentia Palm industry and Nursery

*'LHI has a history of small/family/boutique businesses and I think this diversity is what makes us so great. So this has to be encouraged / enshrined at every opportunity.'*  
(LHI Business Operator)

- Untapped business opportunities
- Growing cultural and creative industries.
- Port Macquarie-Hastings Economic Development Team and their programs

### Our Community Challenges:

- No general business association/chamber of commerce/regular '*business after hours*' networking event
- High freight costs
- No ATM
- Declining importance of the Kentia Palm industry
- Staffing issues - availability, quality, service ethic, housing
- Consistent customer service
- Product duplication/copycat actions leading to breakdown in operator trust and collaboration
- Seeing competition rather than collaboration as the way to get ahead
- No mechanism for mediation over business conflicts
- Touting and door knocking
- Bureaucracy/red tape/business compliance
- Limited Island based trades.

### Business Industry Growth Programs

*Provides intensive assistance to business owners that –*

- *have a desire to grow their operation in a strategic methodical manner;*
- *are prepared to commit to the 12 month program;*
- *plan to or already expect their product / service outside the community.*

### Our Planned Actions:

1. Creation of a regular '*business after hours*' event which provides informal business operator networking, cross promotion possibilities and the opportunity to benefit from presentations from visiting successful business entrepreneurs.
2. Installation of an **ATM**.



3. Development of a '*LHI Business Code of Ethics*' and mediation procedures aimed at rebuilding trust and collaboration between business operators.
4. Development of **strong links with the Port Macquarie-Hastings Economic Development Team and their programs**, especially their 'Business Industry Growth Program' and 'Port Macquarie-Hastings Customer Care Program.'
5. Development of a **LHI Product Branding Campaign** to support the marketing of LHI products, especially in the agricultural and creative arts sectors.
6. Formation of a Study Group to explore the potential for the establishment of a **LHI organics industry**.
7. **Regular monitoring, networking and contact be maintained with other 'Islands' and their economic development agencies** e.g. Highlands and Islands Board (Scotland), Chatham Islands Enterprise Trust etc.

#### **Indicators of our Success:**

- Growth in the diversity of businesses and employment options.
- Enhanced viability of local businesses.
- Improved business capacity, service quality and networking/cross promotion.
- Greater visitor expenditure on local products and services.
- Installation of an ATM.

## **5.5 CHILD SERVICES**

International research shows clearly that the first five years of a child's life are crucial to their development and lifelong outcomes. The Island has no formal pre schooling options and this may impact on the quality of learning and educational

outcomes for children. Our Community believes in the provision of quality childcare and other children's services.

**Our Community Goals:**

- To provide access to quality early childhood support, learning and development programs.
- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities.

**Our Key Community Ideas and Wishes:**

- Create a preschool facility
- Establish a toy library
- Instigate a community project to build a 'community playground'.

**Our Community Assets / Resources:**

- Enthusiastic young Mums group
- 31 LHI children under school age
- Mother run playgroup
- Kindi group
- Resources and support of the Central school
- Support of the Community Child Care Co-operative Ltd (NSW)
- Mentoring support of the Port Macquarie Preschool.

**Our Community Challenges:**

- Lack of preschool facility

- Limited access to early childhood education
- High cost of child care
- Limited extended family support for many young families
- No toy library service
- Limited playground facilities.

**Our Planned Actions:**

1. Creation of a **preschool facility and programs.**
2. Establishment of a **toy library.**
3. Instigation of a community project to design, fund and construct a **community playground.**

**Indicators of our Success:**

- Establishment of a viable preschool facility offering quality education services.
- Strong community support for the new preschool facility.
- Establishment of a toy library.
- Increased support for young families.
- Successful completion of a community playground project.

## **5.6 YOUTH DEVELOPMENT**

Our community is committed to seeing our young people as a community strength and resource, not a problem. There is a genuine desire to find creative and appropriate ways to hear the voice, and encourage the active participation of our

young men and women. In addition, there is a strong desire to strengthen the communication lines to those Islander young people and young adults who are studying or working off the Island.

***'Youth are the leaders of today, not tomorrow. We are assets, not liabilities. We are solutions, not a problem to be solved.'***  
(Youth graffiti statement)

***'I love the freedom to be a kid that the Island offers.'***  
(Central School Student)

***'I love being able to walk through the bush barefoot and not being afraid of anything or anyone.'***  
(Central School Student)

### **Our Community Goals:**

- To support and empower local young people, recognising their importance and contribution to LHI and giving them the best start possible to their adult life, including the possibility to remain on, or return to Lord Howe Island.
- To increase the net number, quality and variety of employment and training opportunities for Island residents.
- To provide a wide range of passive and active recreation and sporting facilities, events, clubs and opportunities.

### **Our Key Community Ideas and Wishes:**

- Retain our young Islanders
- Establish a meeting place for children/teens/young adults
- Create more career pathways for our young people to stay on Island
- Generate more local based apprenticeships and traineeships
- Install goal posts on the oval
- Engage young people more in idea generation and development
- Establish lines of communication to Islander young people no longer living on the Island
- Provide more recreational and work experience opportunities for high school aged young people during school holidays.

### **Our Community Assets / Resources:**

- Central School and its students
- Carefree and safe environment for young people
- Group of Islander young people studying on the Mainland
- LHI Diaspora
- National interest and support for school-based apprenticeships and trade training.

### **Our Community Challenges:**

- Lack of youth involvement and leadership
- Limited utilisation of the skills of young people who go away for education
- Lack of professional counseling services and specific youth health services
- Limited utilisation of the skills of young people who go to the Mainland for education in filling Islander-based employment positions
- Loss of young people to the mainland
- No regular, systematic contact with young Islanders studying and working off the Island
- Youth voice not heard

### **Our Planned Actions:**

1. **Installation of goal posts** on the oval through a community fund raising initiative in response to one of the students' priority wishes.
2. Formation of a Task Team to examine the possibilities for **afterschool children and youth activities**.

3. Formation of a **Career Pathways Task Team** to identify and implement possibilities to improve career education, on and off Island work experience opportunities, more tertiary educational scholarships related to Island employment opportunities and the creation of new Island-based apprenticeship/traineeship positions for Islander young people.
4. Creation of a **LHI Board Youth Advisory Panel** that can provide a regular youthful perspective to Board members on youth-related issues.
5. Identification of an Island resident willing to establish and operate an **electronic data base and communication system** with all young people with a LHI connection who are no longer residing on the Island. This system could facilitate the systematic mailing of Island newsletters and a regular letter outlining work, business and investment opportunities on the Island.
6. Development of a **multi-use community space** that includes an area for youth meetings and activities.

#### **Indicators of our Success:**

- Voices of young people more prominent in Island decision-making.
- Increased youth services.
- Positive perception of youth contribution.
- Improved school transition pathways.
- Improved lines of communication to Islander young people no longer living on the Island.
- Development of multi-use community space.

## **5.7 POSITIVE AGEING**

With over 30% of our population over 55 years of age and likely to increase, our Community Strategy seeks to identify a number of initiatives that can ensure our Island always focuses on positive ageing.

### **Our Community Goals:**

- To enable all residents to enjoy wellness and good health through the adoption of healthy personal lifestyles and access to quality health services.
- To continue to enjoy an enviable reputation for safety and a sense of freedom.
- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities.

### **Our Key Community Ideas and Wishes:**

- instigate an "adopt a Grandparent" program
- involve Seniors in the community to pass on traditional activities
- explore and implement aged care housing options
- support services for carers and training for new carers.

### **Our Community Assets / Resources:**

- Quality hospital and medical staff
- Positive group of senior citizens
- Community services budget of the Board
- HACC services.

### **Our Community Challenges:**

- Lack of aged facilities and services
- 32% of the population is over 55 years of age
- Ageing population.

### **Our Planned Actions:**

1. Establishment of a Task Team to investigate and develop **a plan for aged care and housing options** relevant to the needs of the Island.
2. Instigation of an **“Adopt a Grandparent”** scheme.
3. Exploration of possible funding sources and programs that support **‘positive ageing’ activities** and greater participant inclusion.

### **Indicators of our Success:**

- Creation of new aged care and housing options.
- Retention of senior citizens on the island.
- Enhanced sense of care for, and connection to Island senior citizens.

## **5.8 HEALTHY LIFESTYLES**

Our Community Strategy strongly advocates the importance of a diverse range of opportunities aimed at improving resident health, social connectedness and inclusiveness.



### **Our Community Goals:**

- To enable all residents to enjoy wellness and good health through the adoption of healthy personal lifestyles and access to quality health services.
- To continue to enjoy an enviable reputation for safety and a sense of freedom.
- To provide a wide range of passive and active recreation and sporting events, clubs and opportunities.
- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities.

### **Our Key Community Ideas and Wishes:**

- Discourage illegal drugs and alcohol abuse
- Improve access to, and increase the the range of counnselling support services
- Initiate more alcohol-free events and spaces
- Increase the range of recreational activities
- Create a community gym
- Facilitate health care in the home
- Build a hydrotherapy pool
- Encourage more voluntarism in the health area.

### **Our Community Assets / Resources:**

- Hospital, dispensary, doctor and dedicated medical staff
- Quality golf and bowling facilities
- Quality public spaces

- Health programs run by the Adventist Church
- Support of SESIAHS and University of Sydney.

### **Our Community Challenges:**

- Island Fever -disconnection, lack of places to go, lack of things to do
- Isolation and mental health issues and lack of counseling services
- Work lifestyle balance - pressure of seven day working weeks
- Alcohol and drug abuse
- A hospital run home care service without special vehicles
- Enforcing of RSP - Responsible Service of Alcohol
- High incidence of smoking
- Island individualism
- 32% of the population is over 55 years of age, 20% Of population between 70-84 years of age
- Dominant male culture
- Limited aged care supports
- Lack of carer respite supports
- Limited sporting and recreational options
- Pressure on health services through growth in tourism
- IPTAS rules relating to dental services
- High transport costs to the Mainland.

### **Our Planned Actions:**

1. **Compilation of a detailed demographic profile of the LHI population, and their health needs.**

2. Implementation of **a responsible service and drinking of alcohol culture** including training and support to bar staff and enforcement of action on drink driving.
3. Formation of a Task team to examine and implement **options regarding alcohol-free events and spaces.**
4. Development of **more supports for carer respite**, including the upgrading of carer respite facility and training of local carer nurse..
5. Adoption of the **'Time Bank'** scheme to support more voluntarism within the health sector.
6. Instigation of a **program to train more local residents in counseling skills.**
7. Creation of **additional recreation opportunities including a community gym facility.**

**Indicators of our Success:**

- Creation of career respite supports.
- Less dominance of an alcohol culture.
- Greater volunteerism within the health sector.
- Creation of more recreational opportunities and outlets.

## **5.9 EDUCATION and LIFELONG LEARNING**

Our Island community is strongly committed to investing in local skills development and lifelong learning opportunities. The LHI Central School is highly effective in delivering educational functions and outcomes. It has a connection to so much of

the past history of the Island and has played an important part in the life of most Islanders. This Community Strategy recommends strengthening the capacity of the School and a number of initiatives to enhance the commitment to lifelong learning.

**Our Community Goal:**

- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities.
- To support and empower local young people, recognising their importance and contribution to LHI and giving them the best start possible to their adult life, including the possibility to remain on, or return to Lord Howe Island.

**Our Key Community Ideas and Wishes:**

- Improve high school options
- Develop video conferencing capacity and other technology to enhance educational and training opportunities
- Establish adult education opportunities
- Establish community library services
- Create opportunities for more business and professional development
- Create a preschool facility
- Link scholarships to future Island labour market opportunities.

**Our Community Assets / Resources:**

- Central School and its' 31 barefoot students (including 8 high school students)
- Committed teaching staff and strong Parents and Citizens

- Distance education Learning Centre at Central School
- Soon-to- arrive video conferencing facilities
- Community Scholarship Program of the Board.

#### **Our Community Challenges:**

- Limited high school and post secondary education options
- Educational, emotional and financial challenges faced by parents and children regarding mainland high school education
- Limited trainee or apprenticeship opportunities.
- Central School is considered the most remote school in NSW.

#### **Our Planned Actions:**

1. Formation of a Task team to examine all options to create an **Adult Education Program** on LHI, including the creative use of video conferencing.
2. Formation of a Task Team to examine the feasibility of establishing a **community library facility** on LHI.
3. Formation of a Task Team to examine possibilities and available resources to enhance the '**high school**' **experience** for students remaining on LHI.
4. Create **business, professional and trade development opportunities** including more trainee and apprenticeships for all age groups.

#### **Indicators of our Success:**

- Increased school and post school education and training options.
- Creation of an Adult Education Program.
- Establishment of a community library facility.

## 5.10 ENVIRONMENT

Our community respects the natural environment and Island character, and is committed to ensuring the needs of current residents are met without compromising the ability of future generations to meet their needs.

### Our Community Goals:

- To manage challenges to the unique environment of Lord Howe Island for the benefit of current and future generations.
- To retain and enhance the unique environment, heritage, character and culture of Lord Howe Island.

### Our Key Community Ideas and Wishes:

- Continue to minimise waste
- Maintain the present scenic landscapes
- Solve through community consensus the controversy over rodent eradication and use of poisons
- Keep the Norfolk Pines
- Remove weeds from Island
- Grow more local produce and become more self sufficient in food production
- Implement individual allotment responsibility for sustainable energy, water and sewerage solutions
- Establish a community garden
- Protect Island environment and World Heritage status
- Investigate renewable energy options

*'In our deliberation we must consider the impact of our decisions on the next seven generations.'*  
(Great Law of the Iroquois Indian Confederation)

*'We live in a unique natural environment that has nourished us, physically, economically, socially and spiritually.'*  
(LHI Resident)

- Create more balance between environment and the socio-economic
- Develop 'managed' plantings of cherry guavas.

### **Our Community Assets / Resources:**

- World Heritage status
- Uniqueness and beauty of the local environment
- 75% of the Island and its islets preserved as permanent park
- unique flora and fauna- 166 different birds, 300+ plant species, 500 fish species, 184 species of native flowering plants, 58 types of ferns, 105 moss species, 200 alga species, 80+ species of coral and 5 species of birds and 50+ plant species that are found nowhere else.
- excellent waste management facility and services- currently recycles 83% of Island waste
- exceptional biodiversity - high number of unique plants and animals
- LHI Board environmental staff team
- no pollution
- world class publications on LHI's environment, flora and fauna
- subtropical forests
- Friends of Lord Howe Group - currently have committed 21,000 volunteer hours in eradicating noxious weeds
- Global trend to reduce, reuse and recycle.

*'LHI is an amazing place and we get to do and see so many things that other people don't see in a lifetime. Everyday is so unique and beautiful.'*  
(LHI Central School Student)

### **Our Community Challenges:**

- climate change and global warming- impact on the reefs from rises in water temperature and impact on Island flora and fauna

- rat eradication controversy and community division
- rat population and impact on bird life
- weed control
- high energy costs
- lack of a garbage pickup service and the number of vehicle movements to waste depot
- feral animal control
- septic system use
- lack of composting
- peak oil reality
- food vulnerability and dependence on food importation

**Our Planned Actions:**

1. Development of a strategy to maximise the use of leasehold and public land for food production and community gardens.
2. Development of a **Foreshore Management Strategy**
3. Formation of a Study Group to examine options to identify and promote use of alternative energy, increased use of recycled water and more sustainable lifestyles.
4. Initiation of a process to solve the rodent eradication controversy.
5. Implementation of a process to encourage and support individual allotment responsibility for sustainable energy, water and sewerage solutions.

**Indicators of our Success:**

- Maintenance of high standards of sustainable practices.



- Community consensus regarding rodent eradication.
- Greater local food dependence.
- Protection and enhancement of environment and World Heritage status.

## **5.11 HERITAGE and CULTURAL DEVELOPMENT**

Lord Howe Island is incredibly rich both in terms of heritage and contemporary creative culture, and this Community Strategy seeks to strengthen both elements through a series of practical initiatives.

### **Our Community Goals:**

- To retain and enhance the unique environment, heritage, character and culture of Lord Howe Island.
- To enhance the cultural life of Lord Howe Island with a diverse range of cultural and creative opportunities, learning experiences and events.
- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities.

### **Our Key Community Ideas and Wishes:**

- Map the Island's creative talents
- Create a community multi-purpose arts facility
- Develop more cultural programs and events
- Encourage the development of new cultural and creative enterprises
- Maintain and celebrate our unique heritage
- Update the LHI Family Tree

- Collect and share stories of the life and times of the LHI
- Establish a comprehensive LHI Heritage Studies Curriculum for all school students
- More public art
- Conserve and interpret heritage places.

**Our Community Assets / Resources:**

- Significant and growing number of local artists and performers
- Partnering of businesses and local artists
- Rich Islander heritage and stories
- Pride in family history
- Visiting artists and performers
- Quality museum facility
- Community choir.

**Our Community Challenges:**

- No audit of local arts skills
- No Island art and cultural workspace, exhibition space and gallery
- Retention of LHI lifestyle, tradition and culture
- Declining importance of the Palm Industry
- Heritage vs National Park conflicts.

**Our Planned Actions:**

1. Instigation of a mapping/audit of local creative talent/skills and resources on the Island.

2. Creation of an initiative to strengthen the **marketing opportunities between local businesses and Island artists and performers.**
3. Finalisation of the **Community-based Heritage Study** and implement key recommendations.
4. Establishment of a **LHI Multi-Purpose Arts Facility** incorporating workspace and gallery.
5. Create a Task team to identify opportunities to strengthen the **collection and dissemination of local heritage stories, update the LHI Family Tree and development of school curriculum resources.**
6. Design and implementation of a **series of attractive interpretive signs and public art to capture 'Island stories'.**

**Indicators of our Success:**

- Greater understanding of the local creative talent and resources on the Island.
- Creation of new commercial opportunities for local artists and performers.
- Establishment of a Multi-purpose Arts Facility.
- More heritage interpretation and public art.
- Enhanced collection and dissemination of local heritage.

## **5.12 SPORT and RECREATION**

This Community Strategy acknowledges the importance that sport and recreation facilities, programs and activities play in achieving healthy lifestyles and greater sense of community connectedness. The Strategy advocates a number of

initiatives, both small in size and major in nature, that would enhance greatly the number of both active and passive sport and recreation options.

**Our Community Goals:**

- To provide a wide range of passive and active recreation and sporting facilities, events, clubs and opportunities.
- To become a community with a lifelong learning focus, providing an ever growing range of education and learning opportunities.

**Our Key Community Ideas and Wishes:**

- Reintroduce movie nights
- Install goal posts on the oval
- Create a multi-purpose sports complex
- Initiate more fitness groups and team sports
- Reintroduce formal balls
- Utilise the Community Hall more
- Initiate more alcohol free events and spaces
- Increase participation in Island clubs and organised recreational activities
- Build a water slide at the jetty
- Initiate a community gym
- Build a BMX track and skate park
- More night time activities
- Create a walking trail along the foreshore
- Initiate a beach volleyball competition.

### **Our Community Assets / Resources:**

- Discovery Day
- Quality golf and bowling facilities
- Quality public spaces, including 150 seat Community Hall, two church halls
- Established sporting groups
- Walking trails
- Outdoor recreation options- swimming, surfing, windsurfing
- Bike friendly nature of the Island
- Key clubs- Aquatic, Golf, Bowling
- Movie facilities
- Sports facilities-tennis, golf, bowls, oval
- Community choir.

### **Our Community Challenges:**

- Lack of indoor multipurpose sporting facility
- Lack of Island cinema
- Dominant male culture in determining activities
- Limited range of passive and active recreational activities
- Limited participation in existing clubs and organised recreation activities
- Work/life balance challenges
- Lack of community gym
- Limited range of alcohol- free events and spaces
- Limited volunteer base to run activities and clubs.

**Our Planned Actions:**

1. **Creation of film nights/ a community cinema facility.**
2. **Development of a Multi-purpose Community Sporting Complex.**
3. **Instigation of a youth project to raise funds for the erection of a slide at the jetty.**
4. **Re-invigorate team sports** such as touch football, cricket and beach volleyball.

**Indicators of our Success:**

- Design, funding and creation of a multipurpose sports facility.
- Greater range and diversity of sporting and recreational options.
- Increased levels of resident participation in sport and recreation.
- Creation of film nights/community cinema.

## 6. ACTION STEPS

Our 12 Strategic Themes summarised above contain 60 recommended planned actions. Each planned action follows four broad strategies of development, namely -

*'Nothing is particularly hard if you divide it into smaller jobs.'*  
(Henry Ford)

- **Organisation:** *Let's begin to organise by identifying and recruiting members for a Task Team.*
- **Assessment:** *What is currently happening, what can we learn from elsewhere and what do we want to achieve?*
- **Planning and Communication:** *Ways we can make it happen.*
- **Implementing and Monitoring:** *Let's get on with it.*

*'A Team is a group of people who need one another to take action.'*  
(Peter Senge)

Two key organisational structures are recommended for use in many of the recommended planned actions, namely 'Task Team' and 'Study Group'. Such groups would ideally comprise 3 to 7 members who would come together for a specific time period (in many cases for less than three months) with a defined task related to reviewing the current situation and relevant experiences from elsewhere, and developing a practical set of recommendations and/or a plan of action. The Community Development Group will provide overall leadership, support and coordination.

Regarding the timeframe, the following definitions apply -

- |              |  |
|--------------|--|
| Immediate:   | Already underway or achieved within the next six months. |
| Short term:  | Achieved within the next one year.                       |
| Medium term: | Achieved within the next three years.                    |
| Long term:   | Achieved within the next five years.                     |
| Ongoing:     | Continuous.  |

## 1. Community Building

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Community Development Group	<ol style="list-style-type: none"> <li>1. Develop Terms of Reference and structure.</li> <li>2. Recruit members.</li> <li>3. Provide coordinating role in Strategy implementation.</li> <li>4. Hold regular meeting for - <ul style="list-style-type: none"> <li>- continuing idea generation and dialogue</li> <li>- community networking</li> <li>- supporting Task Teams</li> <li>- monitoring Community Strategy.</li> </ul> </li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Immediate</p> <p>Ongoing</p>	<p>CRT</p> <p>LHIB</p>	<p>LHIB</p> <p>FRRR</p> <p>Communities NSW</p> <p>Foundations</p> <p>IDEAS</p>
2. Community Development Officer Positions	<ol style="list-style-type: none"> <li>1. Develop Terms of Reference.</li> <li>2. Identify funding.</li> <li>3. Advertise and recruit.</li> <li>4. Support Task Teams and community projects.</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Short term</p> <p>Ongoing</p>	<p>CRT</p> <p>LHIB</p> <p>IDEAS</p> <p>CDG</p>	<p>LHIB</p> <p>FRRR</p> <p>Communities NSW</p> <p>Foundations</p>
3. Skills and Passion Audit	<ol style="list-style-type: none"> <li>1. Review examples from elsewhere.</li> <li>2. Develop tool.</li> <li>3. Implement.</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Short term</p>	<p>CDG</p> <p>CDO's</p>	<p>LHIB</p> <p>FRRR</p>

***'Action steps are individual tasks that we undertake to accomplish our community strategies. They define the task, who will be responsible, when it will be accomplished and what resources are available.'***  
(Bank of I.D.E.A.S.)

***'Big things happen when lots of people do small things differently.'***  
(John Theobald)



***‘The old style answer of throwing money at the problem is not the high impact solution for regional development in Australia. Given the task of rejuvenating a region and the choice of \$50 million, or \$2 million and 20 committed local leaders, we would choose the smaller amount of money and the committed leaders’.***

**(McKinsey and Company (1994) Lead Local Compete Global: Unlocking the Growth of Australia’s Regions)**

***‘Community building is not a spectator sport.’***  
**(Bruce Adams)**

	4. Continuously update.	Ongoing		IDEAS
4. Leadership development Strategy	<ol style="list-style-type: none"> <li>1. Review programs from elsewhere.</li> <li>2. Identify State, national and international leadership development experiences.</li> <li>3. Identify funding resources.</li> <li>4. Implement.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Ongoing</p>	LHIB CDO's	<p>LHIB</p> <p>IDEAS</p> <p>Communities NSW</p>
5. Community Foundation / Trust / Bank	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review models and experiences from elsewhere.</li> <li>3. Invite resource personnel to Island to present at public forums.</li> <li>4. Identify possibilities.</li> <li>5. Implement development.</li> <li>6. Function.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Ongoing</p>	<p>Task Team</p> <p>LHIB</p> <p>CDO's</p> <p>CDG</p>	<p>FRRR</p> <p>Bendigo Bank</p> <p>Foundations</p>
6. Time Bank	<ol style="list-style-type: none"> <li>1. Promote awareness of the scheme.</li> <li>2. Recruit Task Team.</li> <li>3. Develop LHIB version and structure.</li> <li>4. Implement.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Medium</p> <p>Medium</p> <p>Ongoing</p>	CDO Task Team	Communities NSW
7. Calendar of Special Events	<ol style="list-style-type: none"> <li>1. Review current events.</li> <li>2. Identify new events.</li> <li>3. Identify Task Teams to design and implement specific events.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Ongoing</p>	CDO Task Team LHITA	<p>LHIB</p> <p>Communities NSW</p>

				TNSW
8. Island Communities	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review status of current initiatives.</li> <li>3. Review initiatives from elsewhere.</li> <li>4. Implement specific initiatives - recruit project champions.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Medium</p> <p>Ongoing</p>	<p>Task Team</p> <p>CDO</p>	<p>LHIB</p> <p>Communities NSW</p> <p>FRRR</p>

## 2. Infrastructure and Transport

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Island Air Services / Air Strip Task Team	<ol style="list-style-type: none"> <li>1. Develop Terms of Reference.</li> <li>2. Identify and recruit members.</li> <li>3. Function.</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Immediate</p> <p>Ongoing</p>	LHIB	LHIB
2. Review of LEP and DCP	<ol style="list-style-type: none"> <li>1. Form Task Team to work with LHIB and planners.</li> <li>2. Undertake review including community consultation.</li> <li>3. Development recommendations for changes to LHIB and submit.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Medium</p>	<p>LHIB</p> <p>Task Team</p> <p>Planners</p>	LHIB
3. Transport Initiatives	<ol style="list-style-type: none"> <li>1. Examine suggestions from community.</li> </ol>	Short term	VMWG	LHIB

	2. Review experiences from elsewhere.	Medium		
	3. Develop a set of recommendations.	Medium		
	4. Implement.	Ongoing		

### 3. Tourism

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. LHI Regional Tourism Plan	1. Form a Task Team 2. Review Regional Tourism Plan 2010. 3. Identify practical initiatives. 4. Implement.	Short term Short term  Medium Ongoing	LHITA	TNSW  LHIB
2. LHI Ambassador Program	1. Form Reference Team. 2. Review experiences from elsewhere. 3. Develop Draft. 4. Test and Review. 5. Develop model. 6. Implement.	Short term Short term  Short term Short term Short term Ongoing	LHITA LHIB	LHIB  LHITA PMHCCP IDEAS  Aussie Host
3. LHI Visitor and Welcome Kit and Visitor Feedback	1. For a Task Team. 2. Review current Kit and experiences from elsewhere. 3. Develop Kit and feedback	Medium Medium  Medium	LHIB LHITA Task Team CDO's	LHIB  FRRR

*'The purpose of a business is to find and keep customers.'*  
(Anon)

Mechanism	tool. 4. Implement. 5. Review.	Ongoing Medium		IDEAS
4. Earth Check	1. Form Task Team. 2. Review Tool. 3. Invite Earth Check rep to share at Island Forum. 4. Implement.	Medium Medium Medium Ongoing	LHIB LHITA	LHIB LHITA Earth Check
5. Reduction of environmental footprint	1. Form Task Team. 2. Review current impact and areas for improvement. 3. Develop and promote recommendations. 4. Implement.	Short term Medium Medium Ongoing	LHIB LHITA	LHIB LHITA

#### 4. Business

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. 'Business After Hours'	1. Form Task Team. 2. Plan Program. 3. Promote. 4. Implement.	Short term Short term Short term Short term Ongoing	LHIB LHITA CDO's	LHIB LHITA IDEAS
2. ATM	1. Approach resident banks regarding installation.	Short term	LHIB LHITA	LHIB

			Business Community CDO's	LHITA
3. LHI Business Code of Ethics	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Facilitate business discussions.</li> <li>3. Formulate protocol.</li> <li>4. Distribute and promote.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Ongoing</p>	<p>LHIB</p> <p>LHITA</p> <p>Business Community CDO's</p>	<p>LHIB</p> <p>LHITA</p>
4. Port Macquarie Support	<ol style="list-style-type: none"> <li>1. Instigate discussions with PMHEDT.</li> <li>2. Organise PMHEDT to present on Island.</li> <li>3. Identify, plan and implement Island based initiatives.</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Short term</p>	<p>LHIB</p> <p>PMHEDT</p>	<p>LHIB</p> <p>PMHEDT</p> <p>BIGP</p> <p>PMHCCP</p>
5. LHI Product Branding Campaign	<ol style="list-style-type: none"> <li>1. Form Task Team</li> <li>2. Review Tourism Plan recommendations and experiences from elsewhere.</li> <li>3. Develop brand.</li> <li>4. Promote.</li> </ol>	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Ongoing</p>	<p>LHIB</p> <p>LHITA</p> <p>Business community</p>	<p>LHIB</p>
6. Organics Industry	<ol style="list-style-type: none"> <li>1. Form Study Group.</li> <li>2. Review opportunities and experiences from elsewhere.</li> <li>3. Promote opportunities.</li> </ol>	<p>Medium</p> <p>Medium</p> <p>Ongoing</p>	<p>LHIB</p> <p>Study Group</p>	<p>LHIB</p> <p>FRRR</p> <p>DECC</p> <p>DPIA</p> <p>RIRDC</p>

## 5. Child Services

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Pre School Facility and Programs	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review options and funding.</li> <li>3. Secure barrier funding to develop plan.</li> <li>4. Secure funding for capital works.</li> <li>5. Secure funding for program.</li> <li>6. Secure staffing.</li> <li>7. Implement.</li> </ol>	<p>Immediate Immediate Immediate</p> <p>Short term</p> <p>Medium Medium Medium</p>	Task Team	<p>CCCC NSW</p> <p>PGP</p> <p>LHIB</p> <p>REACH</p> <p>Central School</p>
2. Toy Library	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Develop concept and management.</li> <li>3. Secure support.</li> <li>4. Implement.</li> </ol>	<p>Medium Medium</p> <p>Medium Medium Ongoing</p>	Task Team	<p>LHIB</p> <p>Central School</p>
3. Community Playground	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review experiences from elsewhere.</li> <li>3. Develop proposal and present to various authorities.</li> <li>4. Promote.</li> <li>5. Secure support.</li> <li>6. Implement.</li> </ol>	<p>Immediate Immediate</p> <p>Immediate</p> <p>Immediate Immediate Immediate</p>	Task Team	<p>LHIB</p> <p>Central School</p> <p>Foundations</p>

## 6. Youth Development

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Goal Posts	<ol style="list-style-type: none"> <li>1. Initiate and promote project.</li> <li>2. Secure funding.</li> <li>3. Organise purchase.</li> <li>4. Community erection.</li> <li>5. Community celebration.</li> </ol>	<p>Immediate Immediate Immediate Immediate Immediate</p>	<p>Central School  LHIB</p>	LHIB
2. After school Children and Youth Activities	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review experiences from elsewhere.</li> <li>3. Develop Project.</li> <li>4. Implement.</li> </ol>	<p>Medium Medium  Medium Medium Ongoing</p>	Task Team	<p>DET  DEEWR  Central School</p>
3. Career Pathways Task Team	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review experiences from elsewhere.</li> <li>3. Develop Project.</li> <li>4. Implement.</li> </ol>	<p>Immediate Immediate  Immediate Immediate Ongoing</p>	Task Team	<p>LHIB FYA Central School CEFA Foundations</p>
4. LHI Youth Advisory Panel	<ol style="list-style-type: none"> <li>1. Develop Terms of Reference.</li> <li>2. Instigate conversations with young people.</li> <li>3. Recruit Panel.</li> <li>4. Utilise.</li> </ol>	<p>Immediate Immediate  Immediate Ongoing</p>	LHIB	<p>LHIB  Communities NSW</p>

				IDEAS
5. Electronic Data Base and Communication System	<ol style="list-style-type: none"> <li>1. Identify resources person.</li> <li>2. Review experiences from elsewhere.</li> <li>3. Develop system.</li> <li>4. Begin to promote and collect addresses.</li> <li>5. Utilise.</li> <li>6. Continuously monitor.</li> </ol>	<p>Medium Medium</p> <p>Medium Medium</p> <p>Medium / Ongoing Ongoing</p>	<p>Web Master CDO LHIB</p>	<p>LHIB</p> <p>Central School</p>
6. Multi use community space	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Develop terms of reference.</li> <li>3. Examine options and experiences form elsewhere.</li> <li>4. Develop recommendations.</li> <li>5. Plan, fundraise and implement.</li> </ol>	<p>Short term Short term Short term</p> <p>Medium Medium / Long term</p>	<p>Task Team</p>	<p>LHIB</p> <p>Communities NSW</p>

## 7. Positive Ageing

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Aged Care and Housing Options	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review current needs and options.</li> <li>3. Review experiences from elsewhere.</li> <li>4. Identify support /</li> </ol>	<p>Short term Short term</p> <p>Short term</p> <p>Medium</p>	<p>Task Team CDO's</p>	<p>Hospital</p> <p>Churches</p> <p>LHIB</p>



	resources. 5. Promote options. 6. Based on feedback, implement priority project and actions.	Medium Ongoing		SESIAHS FRRR
2. 'Adopt A Grandparent' Scheme	1. Form Task Team. 2. Review current needs. 3. Review Experiences from elsewhere. 4. Develop and promote model.	Medium Medium Medium Medium	Task Team	Hospital Churches
3. Positive Ageing Activities	1. Form Task Team. 2. Review experiences from elsewhere. 3. Identify support / resources. 4. Develop initiatives. 5. Promote.	Medium Medium Medium Medium Medium	Task Team	Hospital Churches

## 8. Healthy Lifestyles

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Data collection of Island Demographics and health needs	1. Undertake community Consultation process 2. Gather demographics 3. Prepare Report	Immediate Immediate Medium	Hospital Uni of Sydney	Hospital Uni of

				Sydney SESIAHS
2. Responsible Alcohol Culture	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review situation and experiences from elsewhere.</li> <li>3. Develop recommendations.</li> <li>4. Implement.</li> </ol>	<p>Medium Medium</p> <p>Medium Medium</p>	<p>Task Team Hospital Police</p> <p>LHIB LHITA</p>	<p>LHIB Hospital LHITA Police</p>
3. Alcohol-free events and spaces	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review windows of opportunity.</li> <li>3. Review experiences from elsewhere.</li> <li>4. Propose possibilities.</li> <li>5. Stimulate community conversations.</li> <li>6. Implement.</li> </ol>	<p>Medium Medium</p> <p>Medium</p> <p>Medium Medium</p> <p>medium</p>	<p>Task Team LHIB</p>	<p>Hospital  LHIB  Churches  Police</p>
4. Supports for carer respite	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review current needs and services.</li> <li>3. Review experiences from elsewhere.</li> <li>4. Propose possibilities.</li> <li>5. Stimulate community conversations.</li> <li>6. Implement.</li> </ol>	<p>Medium Medium</p> <p>Medium</p> <p>Medium Medium</p> <p>Medium Ongoing</p>	<p>Task team  Hospital</p>	<p>Task Team  Hospital</p>
5. Health 'Time Bank'	Link to the above 'Time Bank' Initiative.	Medium	Hospital CDO's	Hospital

6. Train locals in Counseling skills	<ol style="list-style-type: none"> <li>1. Identify need and possible people.</li> <li>2. Train.</li> <li>3. Implement, support and supervise.</li> </ol>	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Ongoing</p>	Hospital	<p>Hospital</p> <p>Jackes Memorial Scholarship</p>
7. Additional recreational opportunities	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review need and possibilities.</li> <li>3. Review experiences from elsewhere.</li> <li>4. Develop proposal.</li> <li>5. Promote and fundraise</li> <li>6. Operate.</li> </ol>	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>	CDO's Task Team	<p>Communities NSW</p> <p>FRRR</p>

## 9. Education and Lifelong Learning

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Adult education Programs	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review needs, possibilities and resources.</li> <li>3. Review experiences from elsewhere.</li> <li>4. Develop proposal.</li> <li>5. Seek resources.</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Immediate</p> <p>Short term</p> <p>Short term</p>	Task Team	<p>LHIB</p> <p>Central School</p> <p>DET</p>

	7. Promote. 8. Operate.	Short term Medium		Port Macquarie
2. Community Library	1. Form Task Team. 2. Review need and degree of support. 3. Review experiences from elsewhere. 4. Develop and promote the proposal. 5. Identify resources. 6. Operate.	Medium Medium Medium Medium Medium Medium	Task team  LHIB	LHIB  Port Macquarie  Communities NSW  Foundations
3. Improved High School experiences	1. Form Task Team. 2. Review experiences from elsewhere. 3. Consult young people and their parents. 4. Develop proposals. 5. Seek support. 6. Implement and monitor.	Short term Short term  Short term  Medium Medium Medium	Task Team  Central School	Central School FYA DET REP DEEWR LHIB TF
4. Business, professional and trade development opportunities	1. Form Task Team. 2. Review experiences from elsewhere. 3. Identify possibilities and resources. 4. Develop Action Plan. 5. Implement.	Medium Medium  Medium  Medium Ongoing	Task Team LHIB	LHIB  Central School  Business Community

				DET
				DEEWR

## 10. Environment

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Food production and community gardens	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Review experiences from elsewhere.</li> <li>3. Review local interest and possibilities.</li> <li>4. Promote possibilities, including presenters from Mainland.</li> <li>5. Support project implementation.</li> </ol>	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Ongoing</p>	<p>Task team</p> <p>LHIB</p>	<p>LHIB</p> <p>DPIA</p> <p>Community Gardens Ass</p>
2. Foreshore Management Strategy	<ol style="list-style-type: none"> <li>1. Develop Terms of Reference.</li> <li>2. Form Task Team.</li> <li>3. Review current situation.</li> <li>4. Undertake community consultation.</li> <li>5. Develop recommendations and action plan.</li> <li>6. Implement and monitor.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Medium</p> <p>Medium</p> <p>Ongoing</p>	<p>LHIB</p>	<p>LHIB</p> <p>DPI</p>
3. Promotion of alternative	<ol style="list-style-type: none"> <li>1. Form Study Group.</li> <li>2. Review experiences from</li> </ol>	<p>Medium</p> <p>Medium</p>	<p>Study Group</p> <p>LHIB</p>	<p>LHIB</p> <p>Environment</p>

energy, sustainable development	elsewhere. 3. Develop, test and promote possibilities.	Medium		and climate change grants RIRDC Foundations
4. Rodent eradication controversy	1. Identify community consultation process and facilitator. 2. Instigate process. 3. Identify consensus. 4. Implement.	Immediate  Immediate Immediate Short Term	LHIB	LHIB
5. Individual allotment responsibility.	1. Develop proposal. 2. Promote. 3. Implement.	Medium Medium Medium	LHIB	LHIB

## 11. Cultural Development and Heritage

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1.Cultural Mapping/audit	1. Form Task team. 2. Develop tool. 3. Implement.	Short Term Short Term Short Term	Task team CDO's	LHIB Arts community ArtsNSW

2. Marketing opportunities	<ol style="list-style-type: none"> <li>1. Review experiences from elsewhere.</li> <li>2. Develop initiative concept.</li> <li>3. Implement.</li> </ol>	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>CDO's</p> <p>Arts community</p>	<p>LHIB</p> <p>Arts community</p> <p>Business community</p>
3. Heritage Strategy	<ol style="list-style-type: none"> <li>1. Review current status.</li> <li>2. Complete Draft Strategy.</li> <li>3. Seek community feedback.</li> <li>4. Produce final Strategy.</li> <li>5. Submit.</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Short term</p> <p>Short term</p> <p>Medium</p>	<p>LHIB</p>	<p>LHIB</p> <p>Museum</p>
4. Arts Facility	<ol style="list-style-type: none"> <li>1. Form Task team.</li> <li>2. Review experiences from elsewhere.</li> <li>3. Undertake community needs audit.</li> <li>4. Identify possible sites.</li> <li>5. Develop proposal.</li> <li>6. Promote.</li> <li>7. Generate necessary resources.</li> <li>8. Develop and operate</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Short term</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Task team</p> <p>CDO's</p>	<p>LHIB</p> <p>ArtsNSW</p> <p>Arts community</p>
5. Heritage Stories	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Identify opportunities and resources.</li> <li>3. Instigate projects.</li> </ol>	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Ongoing</p>	<p>Task Team</p> <p>CDO's</p>	<p>Museum</p> <p>Central School Communities NSW</p>

6. Heritage Interpretive signs	<ol style="list-style-type: none"> <li>1. Form Task team</li> <li>2. Identify possibilities.</li> <li>3. Identify resources.</li> <li>4. 4 .Develop proposal.</li> <li>5. Design signs and install.</li> </ol>	<p>Medium Medium Medium Medium Medium</p>	<p>Task Team LHIB Museum LHITA</p>	<p>LHIB Museum Communities NSW LHITA</p>

## 12. Sport and Recreation

Project Initiative	Action Tasks	Timeframe	Responsibility	Possible Resources
1. Film nights/ Community Cinema	<ol style="list-style-type: none"> <li>1. Form Task team.</li> <li>2. Review experiences from elsewhere.</li> <li>3. Determine community support.</li> <li>4. Develop proposal and promote.</li> <li>5. Instigate film nights</li> <li>6. Explore option for regular community cinema.</li> </ol>	<p>Immediate Immediate Immediate Short term Medium Medium/ long</p>	<p>Task Team</p>	<p>LHIB Communities NSW</p>



2. Multi -purpose Sports Complex	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Identify community needs and support.</li> <li>3. Review experiences from elsewhere.</li> <li>4. Identify funding sources.</li> <li>5. Develop proposal and promote.</li> <li>6. Implement.</li> </ol>	<p>Immediate</p> <p>Immediate Short term</p> <p>Short term Medium</p> <p>Medium</p>	<p>Task team</p> <p>LHIB</p> <p>CDO's</p>	<p>LHIB</p> <p>SRPP</p> <p>Sporting Clubs</p> <p>Communities NSW</p> <p>CBP</p> <p>Foundations</p>
3. Youth Project	<ol style="list-style-type: none"> <li>1. Form Youth Task Team with mentor support.</li> <li>2. Consult young people and community.</li> <li>3. Develop proposal.</li> <li>4. Identify and raise resources.</li> <li>5. Implement.</li> </ol>	<p>Immediate</p> <p>Immediate</p> <p>Short term</p> <p>Short term</p> <p>Short term</p>	<p>Youth Task Team</p> <p>CDO's</p> <p>LHIB</p> <p>Central School</p> <p>School</p>	<p>LHIB</p> <p>LHI</p> <p>Community Central</p> <p>School</p> <p>SRPP</p> <p>Spark Fund</p> <p>FYA</p>
4. Re-invigorate Team Sports	<ol style="list-style-type: none"> <li>1. Form Task Team.</li> <li>2. Identify possibilities.</li> <li>3. Develop Strategy to implement.</li> <li>4. Implement.</li> </ol>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Short term</p>	<p>Task Team</p> <p>CDO's</p>	<p>Sporting Clubs</p> <p>CDO's</p>

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## 8. APPENDICES

### Appendix i -Priorities of Community Café Conversation Evening

1. Maintain continuity of a sustainable air service (59)
2. Develop strategies for improving the capacity of the community to care for its ageing population (38)
3. Build a multipurpose sport and recreation facility between the bowling club, oval and Pinetrees. (38)
4. Implement individual allotment responsibility for sustainable power, energy, water and sewerage solutions (36)
5. Establishing facilities and programs to increase children and youth recreation opportunities (33)
6. Promote and assist in the establishment of traineeships and apprenticeships (29)
7. Plan and deliver more community events (23)
8. Develop a code of ethics in terms of how our business community functions (23)
9. Actively discourage illegal drugs and alcohol abuse (21)
10. Establish community bus service (19)
11. Build a multipurpose Creative Arts facility/Gallery/Workshop (18)
12. Develop a strategy for improving career pathways and training for island youth (17)
13. Establish early childhood services including a toy library (17)
14. Retention of the simple way of life (15)
15. More self sufficiency in food production (13)
16. Reintroduce movie nights (13)
17. Investigate 'conditional' vehicle registration for all LHI vehicles to reduce registration and insurance costs (11)

18. Establish a LHI Community Trust/Foundation and/or a community Bank (9)
19. Improve access to and increase the range of counselling support services (9)
20. Improve High School facilities (7)
21. Establish a comprehensive LHI Heritage Studies Curriculum for all school students (7)
22. Ensure continuity of the shipping service (7)
23. Build a water slide at the jetty (6)
24. Establish a community Development Committee and Development Officer (6)
25. Erect goal posts on the oval (6)
26. Develop "alcohol free" events (5)
27. Establish a community garden (4)
28. Investigate ways to bring the community together more (4)
29. Establish adult education opportunities (4)
30. Review and engage with the community on current and future use of poisons (4)
31. Undertake a community project to develop a "community playground" area (4)
32. Create an Island Tourism Manager position (3)
33. Establish a Youth Advisory Committee in conjunction with the LHI Board (3)
34. Develop adult library services (3)
35. Establish a Greeting Function for new residents (3)
36. Create an "Adopt a Grandparent" program (3)
37. Establish an ATM on the Island (2)
38. Undertake more wildlife rehabilitation (1)
39. Actions from the Community Meeting on 27 May to be worked through and Implemented (1)

NB. Numbers in brackets indicate votes

## **Appendix ii – Student Consultation –Priority Wishes and Loves**

### **A.WHAT I WOULD INTRODUCE/CREATE OR CHANGE**

- Footie posts on the oval (18)
- Slide at the jetty (15)
- Movie nights (12)
- Keep birthdays, birthday parties! (8)
- Better high school- bigger school (8)
- Festivals/celebrations (6)
- More shops/centre (including a donut shop!) (6)
- KFC (6)
- Clean beaches (4)
- Waterfalls (3)
- Giant kingfish at Ned's beach (2)
- Turtles, woodhens (1)

### **B.WHAT I WANT TO SEE ON THE ISLAND**

- Indoor sports centre with squash, indoor soccer, gym, climbing wall (9)
- Better surf, artificial reef (9)
- Longer air airstrip (6)
- Jet skis (5)
- Oval that you can play on - football field posts (4)
- More games nights - more nights to get together and do something (3)
- High school (1)
- More houses for young locals (1)

### **C. WHAT I LOVE ABOUT ISLAND LIFE**

Wildlife (4)

Freedom - going out with parents, safety (3)

Lifestyle - layback, not in a rush (3)

Unique activities - climbing, waterfalls, snorkeling (2)

Beaches - surfing (1)

Walks (1)

Views (1)

### **D. WHAT IS SPECIAL ABOUT MY LIFE HERE - DON'T WANT TO LOSE**

Freedom - safety (17)

No seat belts (15)

Friendliness, knowing everyone (11)

Nature - wildlife, fauna (10)

No snakes (9)

No tall buildings (8)

No shoes (7)

Jetty jumping (6)

No loud noises (6)

Few cars (5)

Discovery nights cross country races (5)

BBQ areas, foreshow (4)

NB Numbers indicate voting preferences

## Appendix iii - Summary of Community Ideas Generated through the “Community Conversations” Table Dialogue

- Adopt a nanny
- Long term solution for air service
- Central meeting place for children/teens/young adults
- Business community to band together to identify areas of need/occupations + pathways for our young people to train/get industry experience/live on the Island yet be at Industry standard
- More community gatherings like today's morning tea
- Recognition/solution for tourists to get around in ways other than bike/walk
- Maximising local talent/expertise with a community multi-purpose facility e.g. craft workshops/sporting facility/youth room
- Formal pre-school opportunities for young people prior to starting school
- Plan the best way forward for aged care
- More of the same!
- More opportunities for youth
- Positive and proactive local government
- Youth development focus
- A shared community vision for the future
- Retain the heritage values of the Island
- Honour and respect between generations
- Pride in the Island
- Alcohol free events
- Shared stories of the life and times of the Island
- Welcoming and integration of newcomers within the community
- Identifying the skills and talents of the individuals to enhance the community
- Signage for the foreshore walkway
- Maintain the safety and freedom for the kids

- More alcohol free community functions/events such as concerts and sports days
- Keep the "No mobile phones" policy
- "Look the same" - not over-developed
- Remain welcoming and have a friendly attitude
- Save the trees - Lagoon Road
- Positive future - positive attitudes to be maintained in our community
- No major changes
- Maintain safe, secure community - no locks
- Freedom for children through to adulthood
- Island to remain in a pristine environment
- Community support through thick and thin
- Status quo - population development
- Collaboration between community and local government to form policies and undertake projects
- Think of ideas to care for our own
- To maintain the friendly atmosphere on the Island with the tourists
- Get rid of rats/rodents, noisy diesel generators, selfish thinking and acting and unworkable regulations.
- Obtain child care facility, aged care facility, become energy rich with renewable energy and ensure there is a reliable air service and local produce
- Bus to be provided for community events
- Bring back the flying boats and wealthy tourists
- Arrange community sports based on families and teams not individuals
- Do things (infrastructure) beautifully and interestingly
- Replace generators with solar and other options do remove noisy generators and ugly buildings and installations in line with heritage values
- Airline must stay, tourism is vital
- Introduce signage and sculptures that are not boring and ugly and this is especially linked to the impression the Island has on newcomers and visitors to celebrate our history
- Develop a community centre for youth and adults. Employ a youth worker and set up a youth club
- Introduce adult education with craft groups etc



- Create employment opportunities for young people and adults
- Emphasis on children through education, parent teaching and church teaching
- Community Involvement
- Strong community relationships through group gatherings for new people to the community, respect and leadership, forums for interest groups, events and tapping into the resources of the community
- Invite youth to be involved in community ideas and projects
- Back to basics
- Knowing what is available to the community
- Better communication with the "Board".
- Airstrip?
- Sport and recreation facility to be used anytime by anyone
- Community Committee with skills register and the ability to tap into those skills
- Time poor community
- Plane Free Day on Friday
- Set up a fuel cooperative where the profits can be put into the community to pay for projects such as the Sports Hall and Arts and Gallery Facility
- In 2 years we want regular community programs featuring sports, arts and interest groups and 2 to 3 community gatherings each year organised by a Community Committee with voluntary/paid help
- Local market garden
- Fresh produce
- Pre-school
- Live and let live
- No change
- Green energy generation
- Community Bus Service and airport pick-up
- Community based shops and cooperatives
- Child care
- Aged care with community house for aged
- Look as good as now or better

- Create a community micro brewery, bottled water etc
- Feel more positive, stay and feel as safe as we are today
- More tolerance and cooperation
- Get rid of negativity and nastiness
- Establish a Music Festival
- Work together and establish a skills registry to encourage participation
- De-regulation by reviewing the LHI Act
- Allow sense of stewardship of the environment
- Encourage the retention of young Islanders
- More community workshops
- Community radio
- Festival similar to Bounty Day on Norfolk Island with palm tree climbing and celebration of Lord Howe Island
- Community celebration on June Bank Holiday
- More picnics to North Bay
- Less bureaucracy, less talk and more action
- Introduce more colour into the Island with Hibiscus planting on main road
- Keep Norfolk pines
- Too many rules and regulations
- DECCW out
- Social opportunities for young people
- Aged care facility
- Community functions for new people
- A Movie Committee - could be outdoor or indoor
- Community Centre somewhere where anyone can go and use
- Australia Day Function
- Update LHI Family Tree
- We want to look the same, to feel like home, to be happy
- We want to stop bickering and to come together more as a community and become less insular
- We want to retain our heritage, environment and our young people.

- We want to get rid of unnecessary restrictions and rules but observe/respect those that are necessary
- We want to break down barriers between "them" and "us".
- Process for local views to better progress
- Act on findings of the "community conversation"
- Community events/participation to breed greater positive social interaction
- Accept community's inabilities and have our abilities acknowledged
- More control of our own affairs
- Local views are both acknowledged, accepted and acted on by relevant parties
- Greener self sustainability
- Masters of our own destiny
- We want more say!
- People move toward the idea of the more you give the more you get!
- Proverbs: Without a progressive vision the people perish and dwell carelessly
- Develop and expand on a clear sense of identity, attitudes of inclusiveness (which springs from Identity) and God
- Positive integrated communication that is open, democratic and that is productively and proactively motivated
- It is all about meaningful, constructive relationships
- Caring communities within the broader community are vital
- Spiritual - Christian heritage important
- Big dinners where the community welcomes newcomers
- Strong identity and clear communication gives positive attitudes which reflects and effects a proactive response
- Young people's entertainment through dances, sport and recreation centre
- Encourage cultural diversity
- Aged care facility
- Opportunities to participate in professional development
- Locals have to have more time to enjoy the Island
- More community involvement
- Importance of Island's heritage and its preservation
- Fewer managers and "experts"
- Stop telling us what we can't do

- Festivals, kites and street parades
- Fitness groups
- Widen the foreshore path
- Night tours
- Movies
- Formal Balls
- Utilize the Community Hall more
- Create a board walk
- Adopt a "Nan"
- Cultural events including art shows, concerts, visiting musical artists, folk festivals, jazz festivals, Blues festivals
- A Cultural Centre
- More community get-togethers
- Use the hall for community activities such as trivia nights, fancy dress nights and Christmas in July
- Bigger community in terms of the economy and amount of innovation
- Pre-school needed
- Adult education
- Multi-purpose community centre
- Movies

## Appendix iv - LHI Fact Sheet\*

### A. People

**Resident population:** 364 (2008 estimate)

Male 190

Females 174

**Population distribution by age group:**

0-14 years 18.1%

15-24 years 8.5%

25-34 years 9.3%

35-44 years 15.7%

45-54 years 17.6%

55-64 years 13.7%

65-74 years 11.0%

75-84 years 3.8%

85 years and over 2.2%

**Median Age:** 44 years (Australian Median Age - 37 years)

**Persons with post school qualification:** 55.4%

**Number of households:** 134

<b>Total families:</b>	94
Couples with children	42.9%
Couples without children	51.6%
One parent families	5.5%

<b>Marital status:</b>	
Married	51.7%
Never married	29.7%
Separated or divorced	12.2%
Widowed	6.4%

<b>Religion:</b>	
Anglican	30.3%
No religion	21.6%
Catholic	17.6%
Seven Day Adventist	11.5%
Presbyterian and Reform	4.0%

## **B. Environment**

<b>Location:</b>	700kms east of the Australian mainland
<b>Coordinates:</b>	31°33'S 159°05'E
<b>Area:</b>	1463 square kilometers
<b>Major Islands:</b>	Lord Howe Island, Admiralty Islands, Mutton Bird Islands and Balls Pyramid

### **C. Economics**

Labour force: 219 persons  
Annual number of visitors: 17,000

### **D. Administrative Arrangements**

- Unincorporated area of NSW
- Administered by the Lord Howe Island Board (1953 Lord Howe Island Act). Reports to the NSW Minister for Climate Change, Environment and Water.
- Part of the State electoral district of Port Macquarie.
- Part of the Federal seat of Sydney.

### **E. Other Facts of Interest**

- Discovered in 1788.
- No permanent settlement till 1834.
- Listed as a World Heritage Site in 1982.
- LHI Marine Park established in 1999.

(\*Unless indicated, all figures are based on the 2006 Census)

**'Whatever you vividly imagine, ardently desire, sincerely believe and enthusiastically act upon - must inevitably come to pass.'**

**(Paul Meyer)**

**'Sooner or later, all the thinking and planning must degenerate into work.'**

**(Tom Peters)**

**'Never doubt that a small group of committed citizens can change the world. Indeed, it is the only thing that ever has'.**

**(Margaret Mead)**