

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM:

Operations Plan 2016/2017 – Annual Review

RECOMMENDATION:

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

BACKGROUND:

In August 2016, the Board adopted the Operations Plan 2016/2017. The 2016/2017 Operations Plan identified the programs and activities that were to be undertaken to achieve the third year of the Board's Corporate Plan.

The Operations Plan was formulated around the six strategic directions:

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

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

At the end of the 2016/2017 financial year, a review was undertaken of progress on the activities identified in the Operations Plan.

CURRENT POSITION:

Attached is the Operations Plan 2016/2017, with comments on the full year review of progress against each of the identified actions as at 30 June 2017.

2016/2017 was a very busy year for the Board with a very wide range of activities undertaken, services provided and numerous minor and major projects commenced, progressed and/or completed. The majority of the actions identified in the Operations Plan have been successfully completed or are ongoing. In the minority of instances where actions have not been completed, there are reasons given for non-completion.

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

Some of the specific achievements for the year were:

- Airport terminal upgrade commenced, with demolition of the old building
- A range of asset management maintenance and upgrade works were completed (inc. old electrical workshop roof; road works)
- Upgrade to the Waste Management Facility through installation of new composting unit substantially completed
- Several wastewater systems installed at Board properties
- Walking Track Strategy 2017 was completed and adopted
- Walking track improvements were made (Mutton Bird Point Track)
- Settlement Beach and Cobby's Corner environment protection works were completed
- The Weed Management Strategy 2016 was adopted
- Significant grant funding for weed eradication received through Saving Our Species program
- Successful rapid response implemented for incursion of myrtle rust
- Significant progress was made in the planning and approvals stage of rodent eradication program e.g. completion of the independent Human Health Risk Assessment
- African big-headed ant eradication completed
- Successful research expedition by Australian Museum including survey of Balls Pyramid for the LHI phasmid
- Work on sustainable long-term financial plan with NSW Government was successful with capital funding being allocated on a sustainable basis at the end of 2016/2017
- Funding was approved for the feasibility study of the runway extension
- Announcement of conditional registration of electric vehicles on LHI
- Comprehensive Visitor Information Survey was undertaken in conjunction with DNSW, QantasLink and LHI Tourism Association
- Electronic records management system was successfully introduced

On the downside:

- Hybrid Renewable Energy Project – while development consent for wind turbine component was achieved, approval for the wind turbines was not received from the Federal Government, and the whole project's future is being reviewed by funding body ARENA

RECOMMENDATION:

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

Prepared: Penny Holloway, Chief Executive Officer

Attachments: Attachment A: Operations Plan 2016/17 – Annual Review



Lord Howe

I S L A N D B O A R D

OPERATIONS PLAN

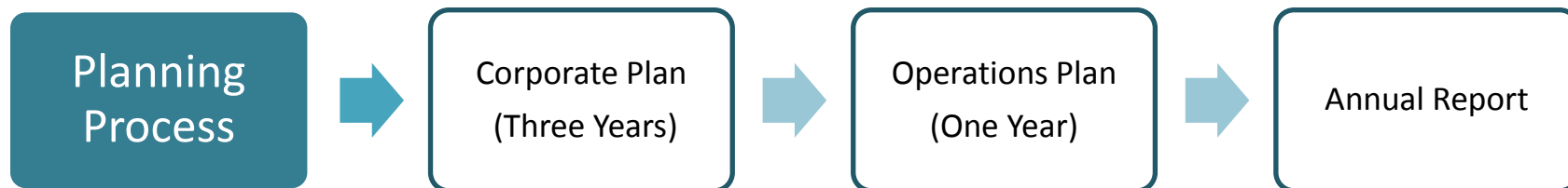
2016-2017

Operations Plan 2016-17

Within the Board’s Charter, the Corporate Plan sets the framework and the direction for the Lord Howe Island Board over the three years from 2016 to 2019.

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

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



List of Abbreviations

AMS	Authority Asset Maintenance System	LEMO	Local Emergency Management Officer
ARENA	Australian Renewable Energy Agency	LEP	Local Environment Plan
AWHAC	Australian World Heritage Advisory Committee	LHITA	Lord Howe Island Tourism Association
BMP	Biodiversity Management Plan	MBCS	Manager, Business and Corporate Services
CAPEX	Capital Expenditure	MECS	Manager, Environment and Community Services
CASA	Civil Aviation Safety Authority	MIES	Manager, Infrastructure and Engineering Services
CEO	Chief Executive Officer	MOU	Memorandum of Understanding
DMP	Destination Management Plan	PPP	Permanent Park Preserve
EMPLAN	Emergency Management Plan	RFS	Rural Fire Services
EOI	Expression of Interest	RMS	Roads and Maritime Services
EPA	Environment Protection Agency	SES	State Emergency Services
EPBC (Act)	Environment Protection and Biodiversity Conservation	SMT	Senior Management Team
LEMC	Local Emergency Management Committee	TAMPLAN	Total Asset Management Plan

Strategic Direction: Effective Governance and Leadership

Strategy	1.1	Ensure accountability, fairness and transparency in the Board's decision-making and relationships with all its stakeholders.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.1.1	Hold Board meetings on a quarterly basis in public.	Four public meetings held per annum. Code of Meeting Practices is adhered to.	CEO / MBCS	At least four meetings have been held during the year. The Code has been adhered to at all times
Action	1.1.2	Develop and implement appropriate policies and procedures to ensure decisions are merit based, transparent and defensible.	Policies and procedures reviewed in accordance with the schedule to ensure currency and completeness.	MBCS	Reviews are occurring in accordance with the review schedule
Action	1.1.3	Ensure all conflicts of interest of Board members and staff are declared and managed in accordance with the Board's Code of Conduct.	A record is kept of conflicts of interest declared. Declarations of Pecuniary Interests are completed on an annual basis.	MBCS	Conflict of Interest declarations have been recorded and Declarations of Pecuniary Interest have been completed by Board members.
Action	1.1.4	Ensure appropriate community engagement and consultation opportunities are provided so that community input to decisions and plans is obtained and considered.	Program of meetings and engagement opportunities undertaken. Community input to policy development is sought as appropriate.	CEO	Consultation has occurred on all major projects with meetings being held as appropriate. Major policies and strategies have been placed on public exhibition.
Action	1.1.5	Implement a level of delegated authority to ensure efficient and equitable organisational operations.	Appropriate delegations of authority are enacted to provide staff with sufficient powers to enforce the LHI Act and Regulation and other legislation administered by the Board.	CEO	Delegations of authority are in place and have been followed.
Strategy	1.2	Ensure corporate governance practices meet legislative requirements.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.2.1	Work with the Audit and Review Committee (ARC) and auditors.	ARC meets four times per year. Internal audit work plan completed on time.	CEO / MBCS	Reports have been submitted to at least four ARC meetings during the year. Internal audit was completed on time.

Action	1.2.2	Provide relevant and timely advice to Government on matters affecting the management of the island.	Prepare briefings and submissions as required to the Minister, DPE, OLG and Treasury as appropriate.	CEO / MBCS	Briefings and submissions have been prepared as required and as appropriate.
Strategy	1.3	Work to achieve long term financial sustainability.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.3.1	Work with the NSW Government on a sustainable long term financial plan.	Agreement on sustainable funding is achieved. Achieve adequate capital funding to fund the total Asset Management Plan. Achieve recurrent funding that will allow the Board to meet its objectives in accordance with the Corporate Plan.	CEO / MBCS	Ongoing annual operational and capital expenditure funding has been successfully sought through the budget process for FY 2017/18 and the forward estimates period.
Action	1.3.2	Levy fees and charges at an appropriate level.	Fees and charges are in accordance with the Board's decisions.	MBCS	Fees and charges are in accordance with the Board's decisions have been applied.
Action	1.3.3	Ensure that the services delivered are provided at the appropriate level.	Service levels and service delivery monitored and reports provided to the Board on achievement of service levels.	CEO	Service levels are monitored and reports provided to the Board on a quarterly basis (CEO and Units Report)
Action	1.3.4	Seek ongoing funding from the NSW Government for the care and maintenance of the Permanent Part Preserve (PPP)	Agreement with the NSW Government on ongoing funding is achieved.	CHAIR	Has been overtaken by successful ongoing capital allocation for 2017/2018 and beyond.
Strategy	1.4	Ensure risks are properly managed.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.4.1	Implement the risk management policies and procedures.	Progress against the implementation of policies and procedures is reviewed quarterly.	MBCS	Progress against the implementation of policies and procedures is reviewed quarterly.
Action	1.4.2	Regularly review the Risk Register.	Risk Register is reviewed quarterly.	CEO	Risk register has been reviewed and transferred to new DPE template. Reviews are undertaken quarterly and reported to ARC.

Action	1.4.3	Develop Risk Treatment Plans (RTPs) to manage risk impacts.	RTPs tabled at management meetings.	CEO / Unit Managers	RTPs are being tabled as required at Managers' Meetings.
Action	1.4.4	Develop and implement a Business Continuity Plan to ensure the continuance of Board services should a significant event occur.	Business Continuity Plan completed and tested by end June 2017.	CEO	No action taken to date. Deferred to 2017/2018.
Strategy	1.5	Provide internal IT and communications systems which are secure, stable and support business operations.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.5.1	Implement ICT policies and procedures.	Projects completed on time and on budget.	MBCS	ICT projects, such as the implementation of RM8 (the new records management system) have been completed on time and on budget.
Action	1.5.2	Support and maintain corporate ICT.	Systems operational 99% of the time during business hours.	MBCS	Target has been met.
Strategy	1.6	Provide efficient and effective records management and information management.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.6.1	Review and implement policies and procedures regarding information management.	100% of staff informed of record keeping responsibilities.	MBCS	All staff required to keep records have been informed of their record-keeping responsibilities.
Action	1.6.2	Implement the TRIM electronic records management system.	TRIM is implemented and relevant staff are trained by mid-2017.	MBCS	All users have been trained in RM8, the successor to the TRIM records management system.
Strategy	1.7	Ensure effective management of human resources.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.7.1	Ensure organisational structure is aligned to strategic priorities and legislative requirements and is adequately resourced.	Review undertaken annually.	CEO	Review has been undertaken as part of budget process for 2017/2018
Action	1.7.2	Attract, develop and retain an effective workforce that delivers required outcomes.	Required recruitment process implemented. Training programs provided in line with the training budget.	CEO / Unit Managers	All recruitment actions have been carried out in accordance with GSE Act, Reg and Rules Training provided in line with Work and Development Plans

Action	1.7.3	Provide workplaces that ensure the health, safety and welfare of employees.	Risk Management Policy and Guidelines and all associated policies and procedures implemented and reviewed at appropriate intervals. WH&S Management Plan reviewed annually. Incidents and injuries are reviewed. Safe work procedures and training requirements are in place.	CEO / Unit Managers	Risk Management Policy and Guidelines have been reviewed and formally endorsed by the Board. Incidents and injuries are reviewed at every SMT meeting. Safe work procedures are in place. WH&S training scheduled for Late calendar year 2017.
Action	1.7.4	Ensure that Work and Development Plans are completed for all staff.	Work and Development Plans are completed annually, including Customer Service Objectives.	CEO / Unit Managers	Work and Development Plans are in place for all staff and are reviewed annually
Action	1.7.5	Review and implement actions from the Workforce Plan 2015-18.	Establish a Mechanic apprenticeship for 2017/18. Create a database of volunteers in appropriate areas. Develop a training calendar.	CEO / Unit Managers	Planning commenced for apprentice position recruitment, with draft Role Description completed.
Strategy	1.8	Provide timely and proactive communication to all stakeholders.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.8.1	Develop and implement a Communication / Community Engagement Strategy.	A Communication / Engagement Strategy in place by end June 2017.	CEO / MECS	Development underway. Included in 2017/18 Operations Plan.
Action	1.8.2	Promote Board programs and services through meetings, advertising and written materials.	All materials prepared as required to a high standard.	CEO / Unit Managers	Board programs and services are appropriately promoted through Signal, Community Information Bulletin, Householders and website.
Action	1.8.3	Maintain information on the Board's website.	Number of page views per month.	MBCS	The Board's website has been updated as required.
Strategy	1.9	Ensure high standards of customer service.	KPI / Measure	Responsible Officer	End of Year Review
Action	1.9.1	Provide appropriate services efficiently and effectively to the appropriate service level.	Communication of and access to information improved. Efficiency and effectiveness of employees enhanced.	CEO / Unit Managers	Communication and access to information have been improved. Efficiency and effectiveness of employees assessed through annual work and development planning process.

Action	1.9.2	Develop and implement a Customer Service Improvement Plan (CSIP).	Implement actions from the CSIP, including the following: Develop a Social Media Policy and Procedures. Review and improve the Work and Development Planning system Source and implement appropriate customer service training. Review and update Guarantee of Service Policy. Review processes and procedures to improve customer service.	CEO / Unit Managers	CSIP prepared. Social Media Policy prepared. Social Media Procedures in place for Weed, Rodent & Renewable Energy projects. Customer services training identified Work and Development Planning system reviewed on ongoing basis. G of S Policy has been reviewed Processes and procedures reviewed and streamlined.
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Strategic Direction: Strong and Sustainable Economy

Strategy	2.1	Market the island as a tourist destination.	KPI / Measure	Responsible Officer	End of Year Review
Action	2.1.1	Maintain and enhance the sustainable tourism 'product' through the provision of infrastructure, engineering and environmental services.	Direct feedback from community members and tourists.	CEO	Feedback received on an ongoing basis
Action	2.1.2	Conduct visitor surveys as required, in conjunction with partners where appropriate, to inform product planning and destination marketing.	Visitor surveys conducted, analysed and assessed to inform product planning and destination marketing.	CEO	Visitor Information Survey undertaken in conjunction with DNSW, LHITA and Qantas
Action	2.1.3	Work in partnership with LHI Tourism Association (LHITA), Destination NSW and other bodies in the ongoing implementation of the Destination Management Plan.	Regular consultation and information sharing takes place. Undertake a comprehensive visitor survey, jointly funded by Board, LHITA, QantasLink and Destination NSW.	CEO / MBCS	Regular consultation and information sharing is occurring. Comprehensive visitor survey has been completed.
Action	2.1.4	Promote the island in key source markets as resources allow.	Results of marketing activities are measured.	CEO / MBCS	Results of marketing activities are measured through website hits and visitation numbers.
Action	2.1.5	Ensure website content is current and relevant.	Website content is refreshed and updated as necessary.	Manager Admin	Website content is refreshed and updated as necessary.
Action	2.1.6	Review the Destination Management Plan (DMP) annually, in consultation with the LHITA.	The DMP is reviewed by December 2016. Those parts of the DMP for which the Board is responsible are implemented.	CEO / Unit Managers	Review of DMP undertaken in regular reports from LHITA to DNSW. New plan to be developed with Destination Network.

Action	2.1.7	Ensure efficient and effective visitor information services are provided.	Ensure that the MOU between the Board and the LHITA is implemented in a manner that achieves this outcome.	CEO / Unit Managers	MOU is in place. Visitor information services being provided in an appropriate fashion.
Strategy	2.2	Foster an environment that supports sustainable economic development.	KPI / Measure	Responsible Officer	End of Year Review
Action	2.2.1	Work with business regarding options and plans for sustainable business growth.	Support for local business development provided.	CEO	Business support provided as needed
Action	2.2.2	Pursue avenues of funding to implement economic development projects.	Funding opportunities reported.	MBCS	Funding opportunities continue to be pursued and reported.
Action	2.2.3	Develop and maintain contemporary policies to aid sustainable development.	Policies regularly reviewed and red tape reduced.	MBCS	Policies are reviewed at SMT meetings and actions taken to reduce red tape.
Action	2.2.4	Work with the Nursery lessees to support the development of a major tourist attraction.	Regular meetings held with the Nursery lessees and plans developed cooperatively.	MBCS	Regular meetings have been held with the Nursery lessees and plans developed cooperatively.
Strategy	2.3	Effectively manage the Board's business enterprises.	KPI / Measure	Responsible Officer	End of Year Review
Action	2.3.1	Operate the LHI Liquor Store.	Budgeted revenue and expenditure targets are met.	MBCS / Liquor Store Manager	Budgeted net profit has been exceeded.
Action	2.3.2	Operate the island's airport and wharf facilities.	Airport and wharf facilities are operational when required and revenue and expenditure targets are met.	MIES / MBCS	Airport and wharf facilities have been operational when required and revenue and expenditure targets have been met.
Strategy	2.4	Effectively manage the Board's commercial leases.	KPI / Measure	Responsible Officer	End of Year Review
Action	2.4.1	Ensure that fair market rental return is achieved on commercial leases.	Commercial leases are revalued at least every three years and annual CPI increases are applied.	MBCS	Revaluations will occur in the FY 2017/18.
Strategy	2.5	Take action to ensure appropriate and adequate servicing of the island by a major airline.	KPI / Measure	Responsible Officer	End of Year Review
Action	2.5.1	Support the Air Services Working Group and negotiate with Qantas and other airlines to ensure services to the island beyond 2018.	A new Regular Passenger Transport licence is put in place with Transport for NSW during 2017 for the period after 1 March 2018.	CEO / MBCS	EOI advertised by Transport for NSW. Working Group working with TfNSW to achieve an outcome.
Action	2.5.2	Review the strategy for the future of the airport to enable continued air services.	The Air services Strategy is updated. Funding is obtained for a Feasibility Study into the extension of the runway.	CEO / MBCS	Funding obtained for Feasibility Study (Restart NSW). Requests for tender to be issued early in 2017/2018.

Strategic Direction: Sound Infrastructure

Strategy	3.1	Provide sound asset management.	KPI / Measure	Responsible Officer	End of Year Review
Action	3.1.1	Review and update TAMPLAN annually for Board approval in March.	TAMPLAN is updated annually to support Treasury CAPEX requests.	MIES	Updated completed and approved at May 2017 Board meeting.
Action	3.1.2	Develop procedures then undertake and document preventative maintenance on all assets to reduce failures.	Progress of TAMPLAN reported at quarterly Board meetings.	MIES	Procedures being progressively prepared.
Action	3.1.3	Plan for implementing Authority Asset Maintenance System (AMS).	Planning for implementing Authority AMS completed by end June 2017.	MIES / MBCS	Planning has commenced but not initiated with Authority. Spatial data capture process through Iconyx has commenced.
Action	3.1.7	Refurbish rainwater collection at Depot \ Admin, Gov House and Public Hall to maintain supply levels.	New steel panel tanks installed at Depot \ Admin and Public Hall by March 2017.	MIES	Installation deferred until contractor on-site for wastewater install in September 2017.
Action	3.1.8	Finalise and implement walking track strategy.	Draft walking track strategy is placed on public exhibition by November 2016. Implement Commercial Tour Operator licensing system for Mt Gower Walk by 30 June 2017. Commence works to reopen Mutton Bird Point Walking Track	MECS	Complete Mutton Bird Track rectification works commenced. Track works to be completed early 2017/18.
Action	3.1.9	Replacement or new plant items.	New grader and utility vehicle purchased by end December 2016. Planning for punt, trailer & outboard purchase in place so that purchase can occur if funding available.	MIES	Grader delivered on ship in Jan 2017. Utility vehicle delivery expected August 2017. Quotes being sought for punt.
Strategy	3.2	Maintain recreational facilities for visitor and community use.	KPI / Measure	Responsible Officer	End of Year Review
Action	3.2.1	Maintain and improve standard of recreational facilities through regular maintenance.	Recreational facilities are available for use. Electric BBQs installed at Playground by end December 2016. New treated water supply system installed at North Bay by end December 2016. New gas BBQ installed at Lover's Bay by end December 2016.	MIES	Completed and facilities available. BBQ operational. North Bay installation expected October 2017. Gas BBQ not commenced.
Action	3.2.2	Undertake improvements to Ned's Beach shed precinct.	Minor improvements and maintenance are carried by end June 2017, including new interpretations signage with Marine Parks.	MIES	Completed. Temporary interpretations signs installed by Marine Parks.

Action	3.2.3	Manage design and construction for Airport Terminal Upgrade.	Design and consent completed by end December 2016. Construction commenced prior to May 2017.	MIES	Construction underway from June 2017.
Strategy	3.3	Operate Aerodrome safely for Regular Passenger Transport (RPT) services, medical evacuations and general aviation.	KPI / Measure	Responsible Officer	End of Year Review
Action	3.3.1	Arrange Annual Aerodrome Technical inspections and participate in CASA audits.	Annual Aerodrome Technical Inspections(ATI) and CASA Audits completed and recommendations acted on.	Aerodrome Controller / MIES	ATI Completed. CASA observations continuing to be addressed progressively.
Action	3.3.2	Review effectiveness Bird and Animal Hazard Management Plan annually.	Bird and Animal Hazard Management Plan effectiveness reviewed annually. Strategies to minimise risk of bird strike to aircraft implemented.	Aerodrome Controller / MIES	Completed and ongoing. Bird harassment effort increased from early December 16 – end January 17 following bird strikes.
Action	3.3.3	Review Aerodrome Manual annually.	Aerodrome Manual updated annually and distributed.	Aerodrome Controller / MIES	Commenced and ongoing.
Action	3.3.4	Hold Aerodrome emergency exercises annually.	Field aerodrome emergency exercise held in 2016/2017.	Aerodrome Controller / MIES	Exercise deferred several times due to weather and participant availability, and has been re-scheduled.
Strategy	3.4	Maintain road network in good condition for all road users.	KPI / Measure	Responsible Officer	End of Year Review
Action	3.4.1	Implement road renewals as per TAMPLAN, subject to budget allocations.	Road renewals completed on budget and within timeframes.	MIES	Work to be undertaken by off-Island Contractor from September 2017.
Action	3.4.2	Regular routine road maintenance programmed.	Standard of roads is maintained or improved.	MIES	Ongoing. New grader will enhance capability.
Action	3.4.3	Lagoon Road from Public Hall to wharf is rehabilitated.	Work completed by March 2017.	MIES	Work to be undertaken by off-Island Contractor from September 2017.
Strategy	3.5	Maintain wharf to serve shipping contractor, charter operators and visiting boats.	KPI / Measure	Responsible Officer	End of Year Review

Action	3.5.1	Maintain wharf as per TAMPLAN.	Wharf is available 100% of the time when required and scheduled maintenance and upgrade works are carried out by end June 2017.	MIES	Condition assessment undertaken in Dec 2016. Works deferred while slipway and runway extension feasibility projects confirmed. Work now planned for last half of CY 2017.
Strategy	3.6	Maintain Board building and property assets.	KPI / Measure	Responsible Officer	End of Year Review
Action	3.6.1	Maintain Board buildings as per TAMPLAN.	Buildings are maintained to an acceptable standard for commercial and residential purposes.	MIES	Completed and facilities maintained.
Action	3.6.2	Replace old Electrical Workshop roof and guttering.	Electrical Workshop roof and gutter replaced by end December 2016.	MIES	Completed.
Action	3.6.3	Depot shed extension	Work designed and consented by end March 2017. Construction completed by end June 2017.	MECS	Consent issued April 2017. Construction planned for 2 nd half of CY 2017.
Action	3.6.4	Research Facility extension	Work consented by end March 2017. Construction completed by end June 2017.	MECS	Consent issued April 2017. Construction planned for 2 nd half of CY 2017.
Action	3.6.5	Hospital garage and morgue	Agreement reached with NSW Health on funding arrangements by end December 2016. Design completed by end June 2017.	CEO / MIES	NSW Health has provided funding. Planning underway for design of garage/morgue.
Strategy	3.7	Provide facilities in conjunction with Roads and Maritime Services for all Island boat users to safely and efficiently launch, retrieve and maintain boats in an environmentally sound manner.	KPI / Measure	Responsible Officer	End of Year Review
Action	3.7.1	Undertake detailed design, planning and construction for upgraded boat ramp and launch/retrieval system.	Subject to Board decision, upgraded boat ramp and launch/retrieval system completed by 30 June 2017.	MIES	Progress being made. Final project design to be completed in 3 rd Quarter CY 2017.
Strategy	3.8	Provide reliable and efficient electricity supply.	KPI / Measure	Responsible Officer	End of Year Review

Action	3.8.1	Maintain electricity generation and distribution system to provide a reliable and safe supply.	Unplanned electricity outages are maintained at 2015/2016 levels.	MIES	Two outages at Powerhouse due to day tank float switch failure & shunt trip coil failure in a generator circuit breaker.
Action	3.8.2	Hybrid Renewable Energy Project continues to progress.	ARENA funding agreement obligations met. Construction commences on Stage 1 Solar PV. Development consent, incl EPBC, obtained for Stage 2 Wind turbines.	MIES	LHIB consent for wind turbines achieved. EPBC referral was not approved. Awaiting advice from ARENA on future of solar only project.
Action	3.8.3	Old Powerhouse substation removed.	Work completed by end December 2016.	MIES	Completed.
Strategy	3.9	Provide efficient and environmentally sustainable waste and recycling management services.	KPI / Measure	Responsible Officer	End of Year Review
Action	3.9.1	Maintain and upgrade the Waste Management Facility using grants and allocations to improve composting and waste diversion.	Construction of new composting system completed by end June 2017. Compost is sold back to the community by end June 2017. > 90% of waste is diverted from landfill.	MIES	Contract awarded. System commissioned in mid July 2017 Sale of compost to community is dependent on EPA compost exemption order progress which will commence in August and finish in 1 st Quarter CY 2018. Currently around 80% diversion, mostly due to increased volumes from Island clean-up.
Action	3.9.2	Maintain compliance with EPA licence for waste management, with regards to PRPs.	New wastewater system installed by 30 September 2016, or advice provided to EPA. New liquid/hazardous storage area constructed by 31 December 2016. New compost system & sealed hardstand area for composting installed by 30 June 2017 or advice provided to EPA by October 2016.	MIES	Deferred with EPA to 30 June 2017 and target achieved in March 2017. Liquid \ hazardous storage area considered compliant, but more work required in last Quarter CY 2017. Compost area hardstand contract awarded, with completion by end August 2017.
Action	3.9.3	Upgrade the wastewater sludge process to increase capacity	New system designed and installed by 30 March 2017.	MIES	Quotes being sought, with decision expected Aug 2017, and installation completed between Nov 2017 and Feb 2018.

Strategic Direction: Outstanding Environment

Strategy	4.1	Protect and manage the environment in a manner that recognises and promotes the World Heritage values of the Island.	KPI / Measure	Responsible Officer	End of Year Review
Action	4.1.1	Protect threatened species, populations and ecological communities, and their habitats through implementation of LHI Biodiversity Management Plan (BMP)	Significant progress against identified actions in the LHI Biodiversity Management Plan (BMP) is demonstrated. Review of the BMP is commenced.	MECS	28 new actions commenced and 6 commenced actions completed Commenced Savings Our Species (SOS) grant actions to deliver protection to threatened species BMP action table reviewed
Action	4.1.2	In accordance with the LHI LEP, manage development in order to protect landscape values and scenic features.	Development applications and activities are assessed in accordance with relevant environmental legislation, policies, and procedures.	MECS	Complete
Action	4.1.3	Contribute to World Heritage Area conservation by being a member of the Australian World Heritage Advisory Committee (AWHAC).	Active contribution to AWHAC.	CEO / MEWH	Complete
Strategy	4.2	Work to prevent the introduction of exotic pests and pathogens to and eradicate exotic pests from the Island.	KPI / Measure	Responsible Officer	End of Year Review
Action	4.2.1	Implement biosecurity measures to protect against the introduction of exotic pests and pathogens to the Island.	High priority actions identified in the LHI Biosecurity Strategy are implemented	MECS	Rapid response plan implemented for incursion of Myrtle Rust, with all known infestations treated and all leases surveyed for Myrtaceous plants. Follow up surveys suggest the treatment was successful. Revised procedures for importing second hand vehicles placed on public exhibition with 2 submissions received. Biosecurity report prepared for Port Macquarie wharf facility by CSIRO. Detector dogs acquired, dog handler positions recruited.

Action	4.2.2	Implement the LHI Weed Management Program.	Weed Management Strategy 2016 adopted. Demonstrated progress in landscape scale reduction/eradication of priority invasive weeds including the settlement area	CEO	Weed Strategy adopted at November 2016 Board meeting. Weed management action proceeding. Significant funding obtained from Saving Our Species Program (OEH).
Action	4.2.3	Eradicate African Big-headed Ants from the Island	African Big-headed Ants are eradicated by December 2016 across Island apart from Lots 208 and 209 (to be monitored until April 2018)	MECS	No ABhA detected during surveys in December 2016 and April 2017.
Action	4.2.4	Undertake Planning and Approvals stage of Rodent Eradication Program.	Planning and approval process to inform the implementation phase is complete The technical and non-technical feasibility of the program is demonstrated. Decision made to proceed/not proceed	CEO	Significant work undertaken on planning and approvals process. Some approvals obtained, waiting on others. HHRA completed by OCSE. Decision deferred to Sept 2017.
Strategy	4.3	Identify, protect and value heritage items.	KPI / Measure	Responsible Officer	End of Year Review
Action	4.3.1	Assist the LHI Historical Association and the community with conservation of heritage items	Applications for community grants and external funding for heritage conservation initiatives are supported.	MECS	Complete. Ongoing item.
Action	4.3.2	Identify and protect heritage items	Number of heritage items identified	MECS	Complete as part of Part 4 and Part 5 assessment
Strategy	4.4	Improve awareness and understanding of the environment through education and research.	KPI / Measure	Responsible Officer	End of Year Review
Action	4.4.1	Develop and implement a communication plan to increase awareness and understanding of the natural and cultural heritage values of the Island.	Communication plan completed and 25% of actions completed per year.	MEWH	No further progress. Include in 2017/18 Operations Plan. Incorporate as part of plan listed at 1.8.1.
Action	4.4.2	Encourage appropriate environmental research which is of benefit to LHI environment and community.	Support high priority research. Survey of LHI Phasmid on Balls Pyramid completed.	MECS	Complete. Ongoing action. Research expedition by Australian Museum which included survey of Balls Pyramid for LHI Phasmid and other invertebrates completed.
Action	4.4.3	Increase opportunities for the community to be involved in the protection of natural and cultural heritage.	Seek EOIs for community involvement in natural and cultural heritage protection projects	MECS / MEWH	EOI for establishment of Community Advisory Committee for the PPP POM finalised. First meeting held.

Strategy	4.5	Improve environmental sustainability of Board programs and operations (waste disposal; wastewater; renewable energy).	KPI / Measure	Responsible Officer	End of Year Review
Action	4.5.1	Develop better knowledge within the resident and tourist populations of the waste program objectives activities.	Waste data regularly updated at WMF, The Signal and/or Community Bulletin. Semi-permanent display on environmental sustainability located at the Museum.	MIES	Not commenced. Design for consistent signage to be arranged.
Action	4.5.2	Improve the sustainability of transport on the Island.	Electric vehicles can be conditionally registered on LHI on June 2017. Covered bike parking area installed at Board offices for staff and visitors.	MIES / CEO	Electric vehicles can be conditionally registered on LHI. Working with RMS to have reasonable guidelines put in place. Planned not yet commenced
Action	4.5.3	Support community in implementing On-site Wastewater Strategy.	Demonstrated progress by commercial and residential leases to upgrade wastewater systems to meet Strategy deadlines.	MIES	Progress continues
Action	4.5.4	Reduce the environmental impact of wastewater from Board properties.	All remaining Board properties which do not meet the Strategy are upgraded by end June 2017.	MIES	DR \ MEWH Houses installed & operating. MIES – new system installed but not finalised. Depot – DA approved & install planned for Sep 2017. TC Douglass – Plan\solution ready, awaiting Contractor. Research Facility & Hospital – Quotes to be obtained for new system. Hall – Delays due to Contractor availability. Planning for End Oct 2017.
Action	4.5.5	Undertake monitoring of LHI groundwater monitoring well network on annual basis and establish data management and reporting.	Data on quality and levels is collected and data is managed to enable sensible reporting.	MIES	Sampling conducted 3 times but not able to be sent to mainland laboratory. Abandoned data loggers due to failure & costly replacement. New groundwater monitoring plan to be developed by 30 Dec 2017.

Action	4.5.6	Undertake two waste audits to monitor and record waste types and volumes received from the community.	Audits completed by end June 2017.	MIES	Audits completed in September 2016 and January 2017.
Action	4.5.7	Develop a program to phase out the sale of plastic water bottles on the Island	Install one more water refill station on Island by end December 2016. Program prepared for review by Board and consultation with Island retailers by end June 2017.	MIES	Working with the community and Marine Parks on a coordinated response.

Strategic Direction: Responsible Land Management

Strategy	5.1	Design land use and development policies that balance environmental, economic and social outcomes.	KPI / Measure	Responsible Officer	End of Year Review
Action	5.1.1	Finalise Stage 1 review of the LHI Local Environmental Plan (LEP)	Planning proposal to be placed on public exhibition by DPE by June 2017	MECS	Not complete. DPE advise initial proposal requires further work. Proposal to be progressed with external assistance and substantially complete by end December 2017.
Action	5.1.2	Commence Stage 2 review of the LHI Local Environmental Plan (LEP)	Draft Planning proposal completed by June 2017.	MECS	Not yet commenced. Substantial commencement expected by end June 2018.
Action	5.1.3	Undertake a review of the Dwelling Allocation and Entitlement Policy	Dwelling Allocation and Entitlement Policy is reviewed	MECS	Not commenced. Awaiting NSW Government to finalise Handley Review
Strategy	5.2	Provide an efficient and effective development planning and assessment service.	KPI / Measure	Responsible Officer	End of Year Review
Action	5.2.1	Provide development planning and assessment through the services of an independent planning consultant.	Contract in place for planning and assessment services. Annual performance reviews of planning contract undertaken.	MECS	New contract not in place. Expected to be resolved September 2017. Otherwise complete. Ongoing action.
Action	5.2.2	Undertake audits of planning and assessment systems and processing to monitor compliance with legislative and policy matters under the control of the Board.	Biannual report of planning and assessment systems and processes undertaken.	MECS	Substantially complete. Ongoing action.
Strategy	5.3	Provide an effective lease administration system.	KPI / Measure	Responsible Officer	End of Year Review
Action	5.3.1	Administer leases in accordance with the Act.	All necessary administration undertaken accurately and in a timely manner.	MECS	Complete. Ongoing action.
Action	5.3.2	Implement recommendations from independent review of land tenure and allocation arrangements.	Priority actions from Land Tenure and Land Allocation review are implemented.	MECS	Not commenced. Awaiting NSW Government to finalise Handley Review
Strategy	5.4	Protect and manage the LHI Permanent Park Preserve in a manner that recognises the World Heritage values of the Island.	KPI / Measure	Responsible Officer	End of Year Review

Action	5.4.1	Ensure LHI Permanent Park Preserve is managed in accordance with Plan of Management.	Establish Community Advisory Committee for PPP; Commence review of the LHI Permanent Park Preserve Plan of Management.	MECS	Committee members appointed. First meeting held and review commenced.
Strategy	5.5	Protect and manage vacant crown lands.	KPI / Measure	Responsible Officer	End of Year Review
Action	5.5.1	Develop a management plan for Stevens Reserve and other vacant crown lands.	Draft Stevens Reserve Management Plan is placed on public consultation by June 2017.	MECS	Not yet commenced. Include in 2017/18 Ops Plan.

Strategy	5.6	Rehabilitate degraded areas.	KPI / Measure	Responsible Officer	End of Year Review
Action	5.6.1	Undertake rehabilitation of the Old Powerhouse Precinct to allow alternative uses.	Traffic improvements considered and planned for 2017/18. Post office relocation facilitated. Public Hall improvements considered as part of grant funding application in April 2017.	MIES	Reviewing parking arrangements around Boatsheds. No plan for other works. PO relocation planned for completion before end Oct 2017. Public Hall part of Stronger Country Communities Grant application.
Action	5.6.2	Finalise review of LHI Vegetation Rehabilitation Plan, 2003 and implement high priority actions.	Draft Vegetation Rehabilitation Plan placed on public exhibition by June 2017. Measurable improvement of condition and extent of priority sites.	MEWH	Review of plan in progress
Action	5.6.3	Implement LHI Coastal Study recommendations to manage erosion and recession risks.	Erosion protection works at Windy Point and near Pinetrees Boatshed are completed by end December 2016. Old Settlement Creek is managed to reduce erosion impacts on the northern edge. Cobby's Creeks is managed to reduce flooding impacts on properties and salt intrusion on the Sally Swamp area. If grant funding received, Sediment Tracing Study commenced.	MIES	Mostly completed, with some minor improvements planned before end Oct 2017. Old Settlement works completed & under watch. Cobby's Creek management progressing well. No funding yet for Sediment study.

Strategic Direction: Strong and Engaged Community

Strategy	6.1	Plan for appropriate services for the community.	KPI / Measure	Responsible Officer	End of Year Review
Action	6.1.1	Support a whole of government approach to the provision of health, education and other services.	Meetings held with NSW Health, RMS, Police, SES and RFS every 12 months.	SMT	Meetings held as needed.
Strategy	6.2	Improve relationship with the community through engagement and consultation.	KPI / Measure	Responsible Officer	End of Year Review
Action	6.2.1	Develop a communication / community engagement strategy to support an informed and involved community.	Communication / community engagement strategy developed by June 2017.	CEO / MECS	Development underway. Include in 2017/18 Ops Plan.
Strategy	6.3	Provide professional environmental and public health services.	KPI / Measure	Responsible Officer	End of Year Review
Action	6.3.1	Ensure compliance with public health standards for LHIB drinking water supplies, wastewater management and food safety.	Scheduled inspection and testing regime is implemented.	MECS / MIES	Completed. Ongoing action.
Action	6.3.2	Prepare and implement Drinking Water Quality Assurance Program for Board supplies.	Drinking Water Quality Assurance Program implemented and documented fully.	MIES	Continuing as per Plan. Water quality very high.
Strategy	6.4	Support capacity building in community organisations.	KPI / Measure	Responsible Officer	End of Year Review
Action	6.4.1	Make funds available under Community Grants Program for activities or projects that benefit the LHI community.	Seek Expressions of Interest for Community Grants every 12 months in accordance with Policy.	MECS	Complete. Ongoing action.
Strategy	6.5	Promote programs that provide for children.	KPI / Measure	Responsible Officer	End of Year Review
Action	6.5.1	Make funds available under LHI Scholarship Program to support the completion of tertiary education that contributes to LHI.	Provide \$10,000 pa to LHI Scholarship Program.	MECS	Complete. Ongoing action.
Action	6.5.2	Support community events.	Develop event calendar and identify priority events for Board assistance.	MECS	Complete. Ongoing Action
Strategy	6.6	Manage the Local Emergency Management Committee (LEMC) and Emergency Management Plan (EMPLAN).	KPI / Measure	Responsible Officer	End of Year Review
Action	6.6.1	Arrange quarterly meetings of LEMC.	Quarterly meetings of LEMC held.	LEMO / MIES	Completed
Action	6.6.2	Implement EMPLAN as required and coordinate annual review.	EMPLAN implemented for any emergencies and annual review completed.	LEMO / MIES	Completed and accepted at REMC.
Action	6.6.3	Install new emergency sirens.	Sirens installed by end December 2016.	LEMO / MIES	Completed