

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM:

Draft Operations Plan 2017/2018

RECOMMENDATION:

It is recommended that the Board adopt the draft Operations Plan 2017/2018.

BACKGROUND:

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

The Operations Plan for the financial year 2017/2018 has now been developed based on the structure of Corporate Plan and identified the programs and activities that are to be undertaken to achieve the second year of the Corporate Plan.

The Operations Plan has been formulated around the six strategic directions:

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

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

COMMENT:

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

Some of the projects to be undertaken in 2017/2018 include:

- Continued implementation of the Customer Service Improvement Plan
- Continued implementation of the electronic records management system.

- Review of the LHI Destination Management Plan in conjunction with LHITA.
- A new Regular Passenger Transport licence is put in place with Transport for NSW during 2017 for the period after 1 March 2018.
- Commissioning of the Airport Runway Extension Feasibility Study
- Implementation of a Commercial Tour Operator licensing system
- Undertaking priority walking track works as per the Walking Track Strategy and available funding
- Completion of construction of Airport Terminal Upgrade
- Undertaking a large package of road renewals
- Undertaking a number of upgrades to Board buildings
- Completion of new composting system and upgrade of the wastewater sludge system at the Waste Management Facility
- Hybrid Renewable Energy Project – resolution of scope and funding of project
- Full implementation of the Electrical Safety Management System
- Finalising Stage One and commencing Stage Two Review of LHI Local Environment Plan
- Undertaking a review of the Dwelling Allocation and Entitlement Policy
- Undertaking a Market Demand Study of Staff Accommodation.
- Complete planning and approvals stage of rodent eradication program and finalise decision on whether or not to implement the program
- Implementation of biosecurity inspections using detection dogs at high risk entry points.
- Continuation of weed eradication program with significant Saving Our Species Program funding
- Implementation of a program to phase out the single-use takeaway containers on the Island
- Undertaking projects with funding from the Stronger Country Communities Program.

RECOMMENDATION:

It is recommended that the Board adopt the draft Operations Plan 2016/2017.

Prepared: Penny Holloway, Chief Executive Officer

Attachments:

Attachment A: Draft Operations Plan 2017/2018



Lord Howe

I S L A N D B O A R D

OPERATIONS PLAN

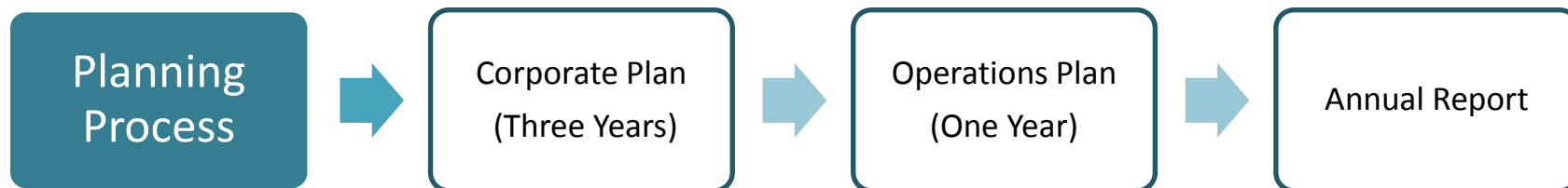
2017-2018

Operations Plan 2017-18

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	Half Yearly Review December 2017
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	
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	
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	
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	
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	
Strategy	1.2	Ensure corporate governance practices meet legislative requirements.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
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	
Action	1.2.2	Provide relevant and timely advice to Government on matters affecting the management of the island.	Briefings and submissions prepared as required to the Minister, DPE, OLG and Treasury as appropriate.	CEO / MBCS	
Strategy	1.3	Work to achieve long term financial sustainability.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	1.3.1	Develop sustainable annual budget	Adequate capital funding achieved to fund the Total Asset Management Plan. Recurrent funding achieved to allow the Board to meet its objectives in accordance with the Corporate Plan.	CEO / MBCS	
Action	1.3.2	Levy fees and charges at an appropriate level.	Fees and charges are in accordance with the Board's decisions.	MBCS	
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	

Strategy	1.4	Ensure risks are properly managed.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	1.4.1	Implement the risk management policies and procedures.	Progress against the implementation of policies and procedures is reviewed quarterly.	MBCS	
Action	1.4.2	Regularly review the Risk Register.	Risk Register is reviewed quarterly.	CEO	
Action	1.4.3	Develop Risk Treatment Plans (RTPs) to manage risk impacts.	RTPs tabled at management meetings.	CEO / Unit Managers	
Action	1.4.4	Develop and implement a Business Continuity Plan to ensure the continuance of Board services should a significant event occur.	Business Continuity Plan completed and tested by end June 2018.	CEO	
Strategy	1.5	Provide internal IT and communications systems which are secure, stable and support business operations.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	1.5.1	Implement ICT policies and procedures.	Projects completed on time and on budget.	MBCS	
Action	1.5.2	Support and maintain corporate ICT.	Systems operational 99% of the time during business hours.	MBCS	
Strategy	1.6	Provide efficient and effective records management and information management.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	1.6.1	Review and implement policies and procedures regarding information management.	100% of staff informed of record keeping responsibilities.	MBCS	
Action	1.6.2	Continue the RM8 electronic records management system implementation.	Records are moved to electronic format or archived by June 2018 Alternative records system on hard drive to be reviewed by June 2018	MBCS	
Strategy	1.7	Ensure effective management of human resources.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	1.7.1	Ensure organisational structure is aligned to strategic priorities and legislative requirements and is adequately resourced.	Review undertaken annually.	CEO	
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	

Action	1.7.3	Provide workplaces that ensure the health, safety and welfare of employees and members of the public.	Risk Management Policy and Guidelines and all associated policies and procedures implemented and reviewed at appropriate intervals. WH&S Management Plan reviewed annually. Incidents and injuries are reviewed. Safe work procedures and training requirements are in place.	CEO / Unit Managers	
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	
Action	1.7.5	Review and implement actions from the Workforce Plan 2015-18.	Mechanic apprenticeship in place by end October 2017. Database of volunteers created in appropriate areas. Training program developed Database of young island residents who are studying at the tertiary level developed	MIES CEO / Unit Managers MECS	
Strategy	1.8	Provide timely and proactive communication to all stakeholders.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	1.8.1	Develop and implement a Communication / Community Engagement Strategy.	A Communication / Engagement Strategy in place by end Dec 2017.	CEO / MECS	
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	
Action	1.8.3	Maintain information on the Board's website and through social media.	Number of page views per month.	MBCS	
Strategy	1.9	Ensure high standards of customer service.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
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	
Action	1.9.2	Implement the Customer Service Improvement Plan (CSIP).	Actions from the CSIP implemented, including the following: Explore on-line services. Continue improved Work and Development Planning system Implement social media initiatives Review processes and procedures to improve customer service.	CEO / Unit Managers	

Strategic Direction: Strong and Sustainable Economy

Strategy	2.1	Market the island as a tourist destination.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
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	
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	
Action	2.1.3	Work in partnership with LHI Tourism Association (LHITA), Destination NSW and other bodies in the ongoing implementation of the Destination Management Plan.	Regular consultation and information sharing takes place.	CEO / MBCS	
Action	2.1.4	Promote the island in key source markets as resources allow.	Results of marketing activities are measured.	CEO / MBCS	
Action	2.1.5	Ensure website content is current and relevant.	Website content is refreshed and updated as necessary.	Manager Admin	
Action	2.1.6	Review the Destination Management Plan (DMP) annually, in consultation with the LHITA.	The DMP is reviewed by December 2017. Those parts of the DMP for which the Board is responsible are implemented.	MBCS	
Action	2.1.7	Ensure efficient and effective visitor information services are provided.	The MOU between the Board and the LHITA is implemented in a manner that achieves this outcome.	CEO / Unit Managers	
Strategy	2.2	Foster an environment that supports sustainable economic development.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	2.2.1	Work with business regarding options and plans for sustainable business growth.	Support for local business development provided.	CEO	
Action	2.2.2	Pursue avenues of funding to implement economic development projects.	Funding opportunities reported.	MBCS	
Action	2.2.3	Develop and maintain contemporary policies to aid sustainable development.	Policies regularly reviewed and red tape reduced.	MBCS	

Action	2.2.4	Work with the Nursery lessees to support the development of a major tourist attraction.	Regular meetings as required held with the Nursery lessees and plans developed cooperatively.	MBCS	
Action	2.2.5	Introduce Commercial Tour Operator licensing system	Commercial Tour Operator licensing system for Mt Gower Walk and other areas of PPP developed and implemented by 30 June 2018.	MECS	
Action	2.2.6	Award shipping contract	New shipping contract advertised and awarded by end December 2017	MIES	
Strategy	2.3	Effectively manage the Board's business enterprises.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	2.3.1	Operate the LHI Liquor Store.	Budgeted revenue and expenditure targets are met.	MBCS / Liquor Store Manager	
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	
Strategy	2.4	Effectively manage the Board's commercial leases.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	2.4.1	Ensure that fair market rental return is achieved on commercial leases.	Commercial leases are revalued at least every three years and annual CPI increases are applied. Former Post Office building advertised for commercial opportunities by end December 2017.	MBCS	
Strategy	2.5	Take action to ensure appropriate and adequate servicing of the island by a major airline.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	2.5.1	Work with Air Services stakeholders and negotiate with Qantas and other airlines to ensure services to the island beyond 2018.	A new Regular Passenger Transport licence is put in place with Transport for NSW during 2017 for the period after 1 March 2018.	CEO / MBCS	
Action	2.5.2	Undertake Feasibility Study into the extension of the airport runway	Contract for Feasibility Study into the extension of the runway is awarded by end September 2017. Feasibility Study is progressed.	CEO / MIES	

Strategic Direction: Sound Infrastructure

Strategy	3.1	Provide sound asset management.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	3.1.1	Review and update TAMPLAN annually for Board approval in March.	TAMPLAN is updated annually to support Treasury CAPEX requests.	MIES	
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	
Action	3.1.3	Implement Authority Asset Maintenance System (AMS).	Authority AMS is implemented by end June 2018. Spatial data on assets collected by end March 2018.	MIES	
Action	3.1.4	Replacement or new plant items.	Replacement utility vehicles (2 off) purchased by end November 2017. Replacement plant trailer and waste bins trailer on Island by end November 2017. Punt, trailer & outboard on Island by end November 2017. Yard forklift \ telehandler replaced by March 2018. Replacement tractor slasher deck on Island by October 2017.	MIES	
Strategy	3.2	Maintain recreational facilities for visitor and community use.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	3.2.1	Maintain and improve standard of recreational facilities through regular maintenance.	Recreational facilities are available for use. New treated water supply system installed at North Bay by end December 2017.	MIES	
Action	3.2.2	Manage construction for the Airport Terminal Upgrade.	Construction completed within budget by end December 2017.	MIES	
Action	3.2.3	Implement approved walking track strategy.	Priority walking track works as per strategy implemented in accordance with available funding.	MECS	

Strategy	3.3	Operate Aerodrome safely for Regular Passenger Transport (RPT) services, medical evacuations and general aviation.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	3.3.1	Arrange Annual Aerodrome Technical inspections and participate in CASA audits.	Annual Aerodrome Technical Inspections and CASA Audits completed and recommendations acted on.	Aerodrome Controller / MIES	
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	
Action	3.3.3	Review Aerodrome Manual annually.	Aerodrome Manual updated annually and distributed.	Aerodrome Controller / MIES	
Action	3.3.4	Hold Aerodrome emergency exercises annually.	Desktop aerodrome emergency exercise held in 2017/2018.	Aerodrome Controller / MIES	
Action	3.3.5	Remove NFI Pines from within Obstacle Limitation Surface of Aerodrome.	NFI Pines removed by December 2017.	Aerodrome Controller / MIES	
Strategy	3.4	Maintain road network in good condition for all road users.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	3.4.1	Implement road renewals as per TAMPLAN, subject to budget allocations.	Thompson’s Road rehabilitated and resealed. Lagoon Rd – Ned’s Beach Rd to Oceanview Drive, King’s Beach to Smoking Tree Ridge Rd, and King’s Beach turning circle rehabilitated and resealed. Access to Murray/Crombie residences rehabilitated and resealed. TC Douglass Dr rehabilitated and resealed. Ned’s Beach Road – Lagoon Rd to Anderson Rd rehabilitated and resealed. Cemetery Rd rehabilitated and resealed. Jetty hardstand area resealed. Smoking Tree Ride Rd- Lagoon Rd to cattle grid rehabilitated and resealed. Contractor appointed for package of roadworks and on Island by end September 2017.	MIES	

Action	3.4.2	Regular routine road maintenance programmed.	Standard of roads is maintained or improved.	MIES	
Strategy	3.5	Maintain wharf to serve shipping contractor, charter operators and visiting boats.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	3.5.1	Maintain wharf as per TAMPLAN.	Wharf is available 100% of the time when required and routine maintenance and works are carried out. Timber piles on low level landing are replaced. Feasibility of allowing outriggers to be further extended for crane to be investigated. Feasibility of 2 nd low level landing to be assessed.	MIES	
Strategy	3.6	Maintain Board building and property assets.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	3.6.1	Maintain Board buildings as per TAMPLAN.	Buildings are maintained to an acceptable standard for commercial and residential purposes.	MIES	
Action	3.6.2	Depot shed extension	Construction completed by end March 2018.	MECS \ MIES	
Action	3.6.3	Research Facility extension	Construction completed by end March 2018.	MECS \ MIES	
Action	3.6.4	Hospital garage and morgue	DA obtained in November 2017. Construction completed by April 2018.	MIES	
Action	3.6.5	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 2018.	MIES	
Action	3.6.6	Repair and renovate Aviation Fuel Shed	Structural repairs completed by end October 2017. Other improvements such as roller doors and security improvements completed by end March 2018.	MIES	
Action	3.6.7	Facilitate relocation of Post Office to former Electrical Workshop building	Board activities related to new Post Office premises are completed by end October to allow opening at lessee's discretion.	MIES	
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	Half Yearly Review December 2017
Action	3.7.1	Undertake detailed design, planning and construction for upgraded boat ramp and launch/retrieval system.	Upgraded boat ramp completed by end December 2017. New boat launch/retrieval system design finalised by end October 2017. New boat launch/retrieval system in place by 30 June 2018.	MIES	

Strategy	3.8	Provide reliable and efficient electricity supply.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
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	
Action	3.8.2	Hybrid Renewable Energy Project continues to progress.	Project is resolved and agreement reached on next stage. ARENA funding agreement obligations met. Construction on Solar PV commenced	MIES	
Action	3.8.3	Electricity Safety Management System implemented fully and audited.	Audit of ENSMS is undertaken in accordance with IPART requirements and reported by 17 November 2017.	MIES	
Action	3.8.4	Consider second electrical officer position.	Proposal for ongoing funding of new position considered by Board in March 2018.	MIES	
Strategy	3.9	Provide efficient and environmentally sustainable waste and recycling management services.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	3.9.1	Maintain and upgrade the Waste Management Facility using grants and allocations to improve composting and waste diversion.	New composting system construction completed by end September 2017. Compost exemption order achieved by 30 June 2018. Compost is sold back to the community during 2018. > 80% of waste is diverted from landfill. New baler installed by end June 2018.	MIES	
Action	3.9.2	Maintain compliance with EPA licence for wastewater and waste management at WMF site.	Wastewater system is maintained and managed to achieve ongoing compliance with EPA licence requirements and the Island's Wastewater Strategy. Pollution Reduction Programs (PRPs) within licence are planned and executed as required.	MIES	
Action	3.9.3	Upgrade the wastewater sludge process at the WMF to increase capacity	New system purchased and installed by end March 2018.	MIES	

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	Half Yearly Review December 2017
Action	4.1.1	Protect threatened species, populations and ecological communities, and their habitats through implementation of LHI Biodiversity Management Plan (BMP)	Significant progress against identified actions in the LHI Biodiversity Management Plan (BMP) is demonstrated. BMP action table is reviewed	MEWH	
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	
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	
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	Half Yearly Review December 2017
Action	4.2.1	Implement biosecurity measures to protect against the introduction of exotic pests and pathogens to the Island.	High priority actions identified in the LHI Biosecurity Strategy are implemented Procedures for use of detection dogs are developed, consulted on and approved prior to commencement of dog usage. Regular biosecurity inspections are conducted with detection dogs at high risk entry points. Boot scrub bays are maintained and monitor occurs for Myrtle Rust.	MEWH MEWH MEWH	
Action	4.2.2	Implement the LHI Weed Management Strategy 2016 and Program to eradicate high risk invasive weeds	New weed threats prevented & /or detected early and eliminated (or new weed threats prevented from establishing on LHI) Funding is sought to apply weed search across 500ha per year Downward trend in weed densities measured island scale Technical approaches to effect weed search in remote terrain employed Community engaged in managing weeds in the settlement	CEO	

Action	4.2.3	Seek philanthropic investment in the implementation of LHI Weed Management Strategy	LHI Weed Eradication Program Prospectus developed Community group supported to champion philanthropic investment in weed eradication Sponsorship received from individuals and groups towards program implementation	CEO	
Action	4.2.4	Eradicate African Big-headed Ants from the Island	Previous African Big-headed Ant infestation areas are monitored in summer 2017/18 to confirm if eradication is successful.	MEWH	
Action	4.2.5	Complete Planning and Approvals stage of Rodent Eradication Program.	Planning and approval process to inform the implementation phase is complete The technical and non-technical feasibility of the program is demonstrated. Decision made to proceed/not proceed	CEO	
Action	4.2.6	Finalise operational planning and commence implementation of Rodent Eradication Program	Subject to decision under 4.2.5, REP is commenced by June 2018	CEO	
Strategy	4.3	Identify, protect and value heritage items.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
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	
Action	4.3.2	Identify and protect heritage items	Number of heritage items identified	MECS	
Strategy	4.4	Improve awareness and understanding of the environment through education and research.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	4.4.1	Provide regular updates on environmental programs, research and maintain interpretation to increase environmental awareness	Articles prepared for Community Bulletin, Signal and LHIB website and community consultation undertaken	MEWH, REP PM, FMO	
Action	4.4.2	Encourage appropriate environmental research which is of benefit to LHI environment and community.	High priority research supported	MEWH	
Action	4.4.3				
Strategy	4.5	Improve environmental sustainability of Board programs and operations (waste disposal; wastewater; renewable energy).	KPI / Measure	Responsible Officer	Half Yearly Review December 2017

Action	4.5.1	Develop better knowledge within the resident and tourist populations of the waste program objectives activities.	Waste data regularly updated at WMF, The Signal and/or Community Bulletin.	MIES
Action	4.5.2	Improve the sustainability of transport on the Island.	Electric vehicles can be conditionally registered on LHI by 30 June 2018. Covered bike parking area installed at Board offices for staff and visitors by 30 June 2018.	MIES / CEO
Action	4.5.3	Support community in implementing On-site Wastewater Strategy.	Demonstrated progress by commercial and residential leases to upgrade wastewater systems to meet Strategy deadlines. Temporary Project Officer position appointed for 2017/18 and undertakes compliance and data management tasks.	MIES
Action	4.5.4	Reduce the environmental impact of wastewater from Board properties.	All remaining Board properties which do not meet the Strategy are upgraded by end June 2018. All Board property wastewater systems are maintained in accordance with Strategy.	MIES
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
Action	4.5.6	Undertake two waste audits to monitor and record waste types and volumes received from the community.	Audits completed by end June 2018.	MIES
Action	4.5.7	Develop a program to phase out single-use takeaway containers on the Island.	Feasibility of installing two more water refill stations to be investigated at Joy's Shop and Thompson's Store by end December 2017 Work is undertaken with community representatives to put in place measures to phase out the sale of plastic water bottles, plastic-coated coffee cups and plastic/polystyrene takeaway food containers.	MIES

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	Half Yearly Review December 2017
Action	5.1.1	Finalise Stage 1 review of the LHI Local Environmental Plan (LEP)	Planning proposal revised with external assistance and lodged with DPE by end December 2017.	MECS	
Action	5.1.2	Commence Stage 2 review of the LHI Local Environmental Plan (LEP)	Draft Planning proposal completed by June 2018.	MECS	
Action	5.1.3	Undertake a review of the Dwelling Allocation and Entitlement Policy	Dwelling Allocation and Entitlement Policy is reviewed within 6 months of Government finalisation of Handley Report	MECS	
Action	5.1.4	Undertake Market Demand Study of Staff Accommodation	Study is completed by June 2018	MECS	
Strategy	5.2	Provide an efficient and effective development planning and assessment service.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	5.2.1	Provide development planning and assessment through the services of an independent planning consultant.	Contract in place for planning and assessment services by September 2017 Annual performance reviews of planning contract undertaken.	MECS	
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	
Strategy	5.3	Provide an effective lease administration system.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	5.3.1	Administer leases in accordance with the Act.	All necessary administration undertaken accurately and in a timely manner.	MECS	
Action	5.3.2	Implement recommendations from independent review of land tenure and allocation arrangements.	Priority actions from Land Tenure and Land Allocation review are implemented within 12 months of Government finalisation of Handley Report	MECS	
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	Half Yearly Review December 2017
Action	5.4.1	Ensure LHI Permanent Park Preserve is managed in accordance with Plan of Management.	Draft LHI Permanent Park Preserve Plan of Management prepared in consultation with the PPP Community Advisory Committee by end June 2018	MECS	.

Strategy	5.5	Protect and manage vacant crown lands.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	5.5.1	Develop a management plan for Stevens Reserve and other vacant crown lands.	Draft Stevens Reserve Management Plan is placed on public consultation by June 2018.	MECS	
Action	5.5.2	Develop a plan for progressive removal of Norfolk Island Pines from the Foreshore	Plan developed by June 2018	MECS	

Strategy	5.6	Rehabilitate degraded areas.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	5.6.1	Undertake rehabilitation of the Old Powerhouse Precinct to allow alternative uses.	Traffic improvements considered and planned for 2017/18. Funding from Stronger Country Communities Program is obtained and project implemented.	MIES	
Action	5.6.2	Finalise review of LHI Vegetation Rehabilitation Plan, 2003 and implement high priority actions.	Draft Vegetation Rehabilitation Plan placed on public exhibition by June 2018	MEWH	
Action	5.6.3	Implement LHI Coastal Study recommendations to manage erosion and recession risks.	Concrete protection of geotextile bag wall at Pinetrees Boatshed is completed by end October 2017. Old Settlement Creek is managed to reduce erosion impacts on the northern edge. Cobby's Creeks is managed to reduce flooding impacts on properties and salt intrusion on the Sally Swamp area. Funding opportunities for Sediment Tracing Study are pursued with OEH.	MIES	

Strategic Direction: Strong and Engaged Community

Strategy	6.1	Plan for appropriate services for the community.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
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	
Strategy	6.2	Improve relationship with the community through engagement and consultation.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	6.2.1	Develop a communication / community engagement strategy to support an informed and involved community.	Communication / community engagement strategy developed by Dec 2017.	CEO / MECS	
Strategy	6.3	Provide professional environmental and public health services.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	6.3.1	Ensure compliance with public health standards for LHIB drinking water supplies, wastewater management and food safety.	Scheduled inspection and testing regime are implemented.	MECS / MIES	
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	
Strategy	6.4	Support capacity building in community organisations.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	6.4.1	Make funds available under Community Grants Program for activities or projects that benefit the LHI community.	Expressions of Interest for Community Grants sought every 12 months in accordance with Policy.	MECS	
Strategy	6.5	Promote programs that provide for children.	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	6.5.1	Make funds available under LHI Scholarship Program to support the completion of tertiary education that contributes to LHI.	\$10,000 pa provided for LHI Scholarship Program.	MECS	
Action	6.5.2	Support community events.	Event calendar developed and priority events for Board assistance identified by end Jan 2018.	MECS	
Strategy	6.6	Manage the Local Emergency Management Committee (LEMC) and Emergency Management Plan (EMPLAN).	KPI / Measure	Responsible Officer	Half Yearly Review December 2017
Action	6.6.1	Arrange quarterly meetings of LEMC.	Quarterly meetings of LEMC held.	LEMO / MIES	
Action	6.6.2	Implement EMPLAN as required and coordinate annual review.	EMPLAN implemented for any emergencies and annual review completed.	LEMO / MIES	