

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM

Operations Plan 2018/2019 – Annual Review

RECOMMENDATION

It is recommended that the Board note the report on progress as at end of December 2018, against the Operations Plan for the Financial year 2018/19.

BACKGROUND

In September 2018, the Board adopted the Operations Plan 2018/2019. The 2018/2019 Operations Plan identified the programs and activities that were to be undertaken to achieve the second year of the Board's Corporate Plan.

The Operations Plan was formulated around the six strategic directions:

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

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

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

CURRENT POSITION

Attached is the status update of the Operations Plan for financial year 2018/9, with comments on the progress against each of the identified actions as at 31 December 2018 (Attachment A).

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

In the minority of instances where actions have not been completed, there are reasons given for non-completion. It is also noted that in some instances resources are being temporarily diverted to ensure the successful delivery of the REP program. The scale and complexity of

this project that was deferred to winter 2019 from 2018 has required major reallocation of staff and resources.

During the past quarter, 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 first half of the financial year were:

- Won the Natural Environment Award, and Regional Sustainability Award at the Office of Environment and Heritage Green Globe Awards.
- Won the Banksia Gold Award for best of the best of all category winners for the LHI Protecting Paradise Biodiversity conservation program.

RECOMMENDATION

It is recommended that the Board note the report on achievements against the Operations Plan Financial year 2019.

Prepared: Peter Adams, Chief Executive Officer

Attachments: Attachment A: Operations Plan FY2019

LHI Operations Plan FY 2019 planning

Strategic Direction: Effective Governance and Leadership					
Strategy	1.1	Ensure accountability, fairness and transparency in the Board's decision-making and relationships with all its stakeholders.	Responsible Officer	KPI/Measure - Operations Plan 2018/2019	December 2018 Review
Action	1.1.1	Develop a 10 year strategic plan to develop a longer term vision and key directions for the community, providing a basis for future policy, plans and community reporting	CEO	Undertake community engagement, prepare draft CSP and inform 19/20 budget and operating plan processes to meet milestones by June 2019. Longer-term vision and key directions developed by end June 2019	CSP Consultation underway, preliminary community themes identified. On Track.
Action	1.1.2	Hold Board meetings four times a year in public.	CEO / MBCS	Four public meetings held per annum. Code of Meeting Practices is adhered to.	On track Revised code of conduct as required by LHI Act being prepared.
Action	1.1.3	Develop and implement appropriate policies and procedures to ensure decisions are merit based, transparent and defensible.	MBCS	Policies and procedures reviewed in accordance with the schedule to ensure currency and completeness.	Policy register reviewed, catch-up underway.
Action	1.1.4	Ensure all conflicts of interest of Board members and staff are declared and managed in accordance with the Board's Code of Conduct.	MBCS	A record is kept of conflicts of interest declared. Declarations of Pecuniary Interests are completed and reported on an annual basis. Register established.	Declarations completed and ongoing compliance required. Register established, reported annually.
Action	1.1.5	Ensure appropriate community engagement and consultation opportunities are provided so that community input to decisions and plans is obtained and considered.	CEO	Program of meetings and engagement opportunities undertaken. Community input to policy development is sought as appropriate.	Consultation for CSP underway.
Action	1.1.6	Implement a level of delegated authority to ensure efficient and equitable organisational operations.	CEO	Appropriate delegations of authority are enacted to provide staff with sufficient powers to enforce the LHI Act and Regulation and other legislation administered by the Board.	Review of delegations register commenced.
Strategy	1.2	Ensure corporate governance practices meet legislative requirements.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	1.2.1	Work with the Audit and Review Committee (ARC) and auditors.	CEO / MBCS	ARC meets four times per year. Internal audit work plan completed on time.	On track On track for completion
Action	1.2.2	Provide relevant and timely advice to Government on matters affecting the management of the island.	CEO / MBCS	Briefings and submissions prepared as required to the Minister, DPE, OLG and Treasury as appropriate.	On track, complete
Strategy	1.3	Work to achieve long term financial sustainability.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	1.3.1	Develop sustainable annual budget	CEO / MBCS	Adequate capital funding achieved to fund the Total Asset Management Plan (TAM Plan). Recurrent funding achieved to allow the Board to meet its objectives in accordance with the Corporate Plan. Business cases to be prepared for recurrent funding of biosecurity strategy and REP.	18/19 budget includes identified figure from TAMP. However, it is considered this must increase to be reflect actual depreciation and therefore be sustainable. Various submissions and initiatives undertaken, funding gaps still not resolved.
Action	1.3.2	Levy fees and charges at an appropriate level.	MBCS	Fees and charges are in accordance with the Board's decisions.	Achieved.
Action	1.3.3	Ensure that the services delivered are provided at the appropriate level.	CEO	Service levels and service delivery monitored and reports provided to the Board on achievement of service levels.	Reporting continues to Board meetings.
Strategy	1.4	Ensure risks are properly managed.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	1.4.1	Implement the risk management policies and procedures.	MBCS	Progress against the implementation of risk management policies and procedures is reviewed quarterly.	Ongoing, including restructuring of risk register with DPE cluster services.
Action	1.4.2	Regularly review the Risk Register.	CEO	Risk Register is reviewed quarterly.	Review of risk register commenced.
Action	1.4.3	Develop Risk Treatment Plans (RTPs) to manage risk impacts.	CEO / Unit Managers	RTPs tabled at management meetings.	Achieved.
Action	1.4.4	Develop and implement a Business Continuity Plan to ensure the continuance of Board services should a significant event occur.	CEO	Business Continuity Plan completed and tested by end June 2018.	Not yet commenced due to major projects and limited resources.
Strategy	1.5	Provide internal IT and communications systems which are secure, stable and support business operations.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	1.5.1	Implement ICT policies and procedures.	MBCS	Projects completed on time and on budget.	On track, reviewing MYOB, looking at Civica upgrades
Action	1.5.2	Support and maintain corporate ICT.	MBCS	Systems operational 99% of the time during business hours.	Achieved, some issues with liquor store IT system, being resolved.
Strategy	1.6	Provide efficient and effective records management and information management.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	1.6.1	Review and implement policies and procedures regarding information management.	MBCS	100% of relevant staff informed of record keeping responsibilities.	Achieved, all staff informed, improvements ongoing.
Action	1.6.2	Continue the RM8 electronic records management system implementation.	MBCS	Records are moved to electronic format or archived by June 2019 Alternative records system on hard drive to be reviewed by June 2019	Process ongoing, considering priorities, may need to move to 19/20. Planned for Q4
Strategy	1.7	Ensure effective management of human resources.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	1.7.1	Ensure organisational structure is aligned to strategic priorities and legislative requirements and is adequately resourced.	CEO	Review undertaken annually.	Review to commence in last quarter of 2018/19
Action	1.7.2	Attract, develop and retain an effective workforce that delivers required outcomes.	CEO / Unit Managers	Required recruitment process implemented. Training programs provided in line with the training budget.	On Track. Major temporary workforce required for REP largely recruited in accordance with policies. On Track
Action	1.7.3	Provide workplaces that ensure the health, safety and welfare of employees and members of the public.	CEO / Unit Managers	Risk Management Policy and Guidelines and all associated policies and procedures implemented and reviewed at appropriate intervals. WH&S Management Plan reviewed annually. Incidents and injuries are reviewed. Safe work procedures and training requirements are in place.	On Track. WHS issues in Risk Register regularly reviewed. WHS SWMs being reviewed. REP WHS plan and SWMS developed in consultation DPE. On Track. Improved and increased proactive management implemented. On Track
Action	1.7.4	Ensure that Work and Development Plans are completed for all staff.	CEO / Unit Managers	Work and Development Plans are completed annually, including Customer Service Objectives.	Due to major projects and resource impacts, not completed.

Action	1.7.5	Review and implement actions from the Workforce Plan 2015-18.	CEO / Unit Managers	Database of volunteers created in appropriate areas. Training program developed	Being considered.
			MECS	Database of young island residents who are studying at the tertiary level developed	Not yet commenced
Strategy	1.8	Provide timely and proactive communication to all stakeholders.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	1.8.1	Develop and implement a Communication / Community Engagement Strategy.	CEO / MECS	A Communication / Engagement Strategy in place by end June 2019	Engagement strategy for CSP underway, communications plans for individual key projects, long term plan yet to be developed.
Action	1.8.2	Promote Board programs and services through meetings, advertising and written materials.	CEO / Unit Managers	All materials prepared as required to a high standard.	On Track. Board contributions to the Signal, regular household notifications prepared and delivered on key topics.
Action	1.8.3	Maintain information on the Board's website and through social media.	MBCS	Number of page views per month.	Visitor engagement: WEP - 230/mth, REP - 233/mth
Strategy	1.9	Ensure high standards of customer service.	Responsible Officer	Operations Plan 2018/2019	
Action	1.9.1	Provide appropriate services efficiently and effectively to the appropriate service level.	CEO / Unit Managers	Communication of and access to information improved.	2 GIPA requests processed. Training provided to key staff on use of RMB. Processes being reviewed for efficiencies.
				Efficiency and effectiveness of employees enhanced.	Approval processes being audited and reviewed to facilitate efficiencies and reduce risk.
Action	1.9.2	Implement the Customer Service Improvement Plan (CSIP).	CEO / Unit Managers	Actions from the CSIP implemented, including the following:	
				Explore on-line services.	Web being updated and improved. Identification of new on line service opportunities not yet commenced
				Continue improved Work and Development Planning system	Further improvements not yet commenced
				Implement social media initiatives	Not yet commenced
				Review processes and procedures to improve customer service.	Approval processes being audited and reviewed to facilitate efficiencies and reduce risk.

Strategic Direction: Strong and Sustainable Economy					
Strategy	2.1	Market the island as a tourist destination.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	2.1.1	Maintain and enhance the sustainable tourism 'product' through the provision of infrastructure, engineering and environmental services.	CEO	Direct feedback from community members and tourists.	Services continue. Major recognition due to major awards received. Conservation Volunteer program being facilitated with LHITA, Museum and businesses/operators.
Action	2.1.2	Conduct visitor surveys as required, in conjunction with partners where appropriate, to inform product planning and destination marketing.	CEO	Visitor surveys conducted, analysed and assessed to inform product planning and destination marketing.	Post and pre-travel visitor surveys implemented, analysed and assessed to inform product planning and destination marketing.
Action	2.1.3	Work in partnership with LHI Tourism Association (LHITA), Destination NSW and other bodies in the ongoing implementation of the Destination Management Plan.	CEO / MBCS	Regular consultation and information sharing takes place.	Regular consultation takes place between the LHIB and LHITA. Launch of LHI Conservation Volunteers in 2018 as a joint initiative between local operators, LHIB, LHITA, LHI Museum and LHI Marine Parks. Plans underway for 2019 LHI Conservation volunteer program.
Action	2.1.4	Promote the island in key source markets as resources allow.	CEO / MBCS	Results of marketing activities are measured. Participate in marketing strategy and plan development. Post survey review/analysis.	Achieved and ongoing, DM employed by LHITA to provide data insight and analysis to LHITA committee and LHIB
Action	2.1.5	Ensure website content is current and relevant.	Manager Admin	Website content is refreshed and updated as necessary.	Website content is refreshed and updated as necessary.
Action	2.1.6	Review the Destination Management Plan (DMP) annually, in consultation with the LHITA.	MBCS	The DMP is reviewed by December 2018. Those parts of the DMP for which the Board is responsible are implemented.	Review has not commenced. Parts of the DMP for which the Board is responsible have been implemented, some need further review.
Action	2.1.7	Ensure efficient and effective visitor information services are provided.	CEO / Unit Managers	The MOU between the Board and the LHITA is implemented in a manner that achieves this outcome.	Visitors centre services are provided and reported on periodically.
Strategy	2.2	Foster an environment that supports sustainable economic development.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	2.2.1	Work with business regarding options and plans for sustainable business growth.	CEO	Support for local business development provided.	The LHIB has worked with local businesses in 2018 to develop or further develop ecotourism focused product, in line with industry trends for NSW/Australia and to capitalise on winter campaigns. A Season update workshop was run in May to update operators on all government actions on LHI and included BoM, LHIB, LHI Marine Parks.
Action	2.2.2	Pursue avenues of funding to implement economic development projects.	MBCS	Funding opportunities, pursued and reported.	In 2018, the product LHI Conservation Volunteers was developed and implemented. 2019 program planning following review of 2018.
Action	2.2.3	Develop and maintain contemporary policies to aid sustainable development.	MBCS	Policies regularly reviewed and red tape reduced.	Being considered in the context of the CSP and LEP review.
Action	2.2.4	Work with the Nursery lessees to support the development of a major tourist attraction.	MBCS	Close cooperation and planning is ongoing.	Close cooperation and planning is ongoing.
Action	2.2.5	Introduce Commercial Tour Operator licensing system	MECS	Commercial Tour Operator licensing system for Mt Gower Walk and other areas of PPP developed and implemented following consultation with key stakeholders by 30th March 2019	In progress, met with Ecotourism certification representatives and are currently preparing a draft pack for review and feedback process with Tour Operators.
Strategy	2.3	Effectively manage the Board's business enterprises.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	2.3.1	Operate the LHI Liquor Store.	MBCS / Liquor Store Manager	Budgeted revenue and expenditure targets are met.	On track.
Action	2.3.2	Operate the island's airport and wharf facilities.	MIES / MBCS	Airport and wharf facilities are operational when required and revenue and expenditure targets are met.	Revenue/Expenditure targets met, no downtime experienced.
Strategy	2.4	Effectively manage the Board's commercial leases.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	2.4.1	Ensure that fair market rental return is achieved on commercial leases.	MBCS	Commercial leases are revalued at least every three years and annual CPI increases are applied. Former Post Office building advertised for commercial opportunities by end December 2018	Report adopted for market based fee increase. Ministerial approval request submitted. Lease signed, subject to DA.
Strategy	2.5	Take action to ensure appropriate and adequate servicing of the island by a major airline.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	2.5.1	Work with Air Services stakeholders and negotiate with Qantas and other airlines to ensure services to the island beyond 2018.	CEO / MBCS	Progress initiatives to ensure air services to LHI beyond 2022.	Feasibility study near completion. Discussions with TNSW occurring.
Action	2.5.2	Undertake Feasibility Study into the extension of the airport runway	CEO / MIES	Complete feasibility study March 2019. Commence actions with the aim of ensuring an air service into the future.	Feasibility study near completion. Discussions with TNSW occurring - expected Feb 2019

Strategic Direction: Sound Infrastructure					
Strategy	3.1	Provide sound asset management.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.1.1	Review and update TAMPLAN annually for Board approval in March.	MIES	TAMPLAN is updated annually to support Treasury CAPEX requests	Not yet completed, on target for March 2019
Action	3.1.2	Develop procedures then undertake and document preventative maintenance on all assets to reduce failures.	MIES	Progress of TAMPLAN reported at quarterly Board meetings.	Not completed - consider frequency

Action	3.1.3	Implement Authority Asset Maintenance System (AMS).	MIES	Initial gap analysis commenced to inform spacial data. AMS commenced Dec 2018	Reviewing option of integration/ systems IT.
Action	3.1.4	Replacement or new plant items.	MIES	Replacement utility vehicles (1 off) purchased by end March 2019.	On track, has been purchased
				Yard forklift \ tele handler replaced by March 2019.	Under review
				Purchase new concrete mini-mix and orca March 2019	Completed, registration transfer in progress.
Strategy	3.2	Maintain recreational facilities for visitor and community use.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.2.1	Maintain and improve standard of recreational facilities through regular maintenance.	MIES	Recreational facilities are available for use.	Ongoing.
				Project is resolved and agreement reached on next stage.	Review is underway, in conjunction with Old Powerhouse site.
Action	3.2.2	Manage construction for the Airport Terminal Upgrade.	MIES	Identify and prioritise additional minor improvement projects for airport.	Projects have been identified, some works programmed, funding being reviewed.
Action	3.2.3	Implement approved walking track strategy.	MECS	Priority walking track works as per strategy implemented in accordance with available funding.	On track.
Strategy	3.3	Operate Aerodrome safely for Regular Passenger Transport (RPT) services, medical evacuations and general aviation.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.3.1	Arrange Annual Aerodrome Technical inspections and participate in CASA audits.	Aerodrome Controller / MIES	Annual Aerodrome Technical Inspections and CASA Audits completed and recommendations acted on.	Annual Aerodrome Technical Inspections and CASA Audits completed and recommendations acted on.
Action	3.3.2	Review effectiveness Bird and Animal Hazard Management Plan annually.	Aerodrome Controller / MIES	Bird and Animal Hazard Management Plan effectiveness reviewed annually.	Complete.
				Strategies to minimise risk of bird strike to aircraft implemented.	Complete, seasonal and current
Action	3.3.3	Review Aerodrome Manual annually.	Aerodrome Controller / MIES	Aerodrome Manual updated annually and distributed.	Complete
Action	3.3.4	Hold Aerodrome emergency exercises annually.	Aerodrome Controller / MIES	Desktop aerodrome emergency exercise held in 2018/2019.	Emergency Exercise complete Aug 2018
Strategy	3.4	Maintain road network in good condition for all road users.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.4.1	Implement road renewals as per TAMPLAN, subject to budget allocations.	MIES	Thompson's Road rehabilitated and resealed.	Programmed to be completed by June 2019
				Lagoon Rd – adjacent to boatsheds rehabilitated and resealed as a priority	Programmed to be completed by June 2019
				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.	Programmed to be completed by June 2019
				Access to Murray/Crombie residences rehabilitated and resealed.	Programmed to be completed by June 2019
				TC Douglass Dr rehabilitated and resealed.	Programmed to be completed by June 2019
				Ned's Beach Road – Lagoon Rd to Anderson Rd rehabilitated and resealed.	Programmed to be completed by June 2019
				Cemetery Rd rehabilitated and resealed.	Programmed to be completed by June 2019
				Jetty hardstand area resealed.	Programmed to be completed by June 2019
				Smoking Tree Ride Rd- Lagoon Rd to cattle grid rehabilitated and resealed.	Programmed to be completed by June 2019
				Contractor on Island by end March 2019.	Programmed to be completed by June 2019
Action	3.4.2	Regular routine road maintenance programmed.	MIES	Standard of roads is maintained or improved.	Maintenance on track as funding permits.
Strategy	3.5	Maintain wharf to serve shipping contractor, charter operators and visiting boats.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.5.1	Maintain wharf as per TAMPLAN.	MIES	Wharf is available 100% of the time when required and routine maintenance and works are carried out.	On track.
				Timber piles on low level landing are replaced.	Works quoted, not yet progressed.
				Feasibility of allowing outriggers to be further extended for crane to be investigated.	Not yet commenced.
				Feasibility of 2 nd low level landing to be assessed.	Assessment has been completed and included as an option in the quote.
Strategy	3.6	Maintain Board building and property assets.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.6.1	Maintain Board buildings as per TAMPLAN.	MIES	Buildings are maintained to an acceptable standard for commercial and residential purposes.	Completed within funding limitations. Further essential maintenance being pursued.
Action	3.6.2	Depot shed extension	MECS \ MIES	Contract issued, construction complete March 2019.	Contract issued, build started - on target. Currently at cladding stage on track for Mar 2019.
Action	3.6.3	Research Facility extension	MECS \ MIES	Commenced tender process, March 2019.	Building commenced, at lockup stage.
Action	3.6.4	Hospital garage and morgue	MIES	DA submitted March 2019. Construction commenced June 2019.	Plans complete, awaiting structural details.
Action	3.6.5	Refurbish rainwater collection at Depot/Admin, Gov House and Public Hall to maintain supply levels.	MIES	Review need for remaining tanks and implement priority works June 2019.	Review complete, obtaining tanks has been problematic, have now changed supplier.
Action	3.6.6	Repair and renovate Aviation Fuel Shed	MIES	Replacement shed, build complete June 2019.	Plans being developed
Strategy	3.7	Provide facilities in conjunction with Roads and Maritime Services for all Island boat users to safely and efficiently launch, retrieve and maintain boats in an environmentally sound manner.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.7.1	Undertake detailed design, planning and construction for upgraded boat ramp and launch/retrieval system.	MIES	Submit DA following RMS design and process, commence implementation plan	Draft tender document being finalised.
Strategy	3.8	Provide reliable and efficient electricity supply.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.8.1	Maintain electricity generation and distribution system to provide a reliable and safe supply.	MIES	Unplanned electricity outages are maintained at 2015/2016 levels.	On track.
Action	3.8.2	Hybrid Renewable Energy Project continues to progress.	MIES	Project is resolved and agreement reached on next stage.	Agreed on a solar PV only option - progressing.
				ARENA funding agreement obligations met.	Obligations met, completed to date.
				Construction on Solar PV commenced	Not yet commenced, awaiting funding deed.
Action	3.8.3	Electricity Safety Management System implemented fully and audited.	MIES	ENSMS Compliance maintained	Complete - ENSMS Compliance maintained

Action	3.8.4	Consider second electrical officer position.	MIES	Appoint second Electrical Officer	Complete, Aug 2018.
Strategy	3.9	Provide efficient and environmentally sustainable waste and recycling management services.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	3.9.1	Maintain and upgrade the Waste Management Facility using grants and allocations to improve composting and waste diversion.	MIES	Through discussions with EPA compost exemption order achieved by 30 June 2019. Compost is given back (not sold) to the community once it reaches an acceptable standard under a distribution system to be determined. > 80% of waste is diverted from landfill. New baler delivered and installed by end March 2019.	Delayed due to REP. NA, Delayed due to REP. On track. Purchased, awaiting delivery.
Action	3.9.2	Maintain compliance with EPA licence for wastewater and waste management at WMF site.	MIES	Wastewater system is maintained and managed to achieve ongoing compliance with EPA licence requirements and the Island's Wastewater Strategy. Pollution Reduction Programs (PRPs) within licence are planned and executed as required.	Ongoing. On track and ongoing.
Action	3.9.3		MIES	Construct concrete waste bunkers Dec 2018	Complete.

Strategic Direction: Outstanding Environment					
Strategy	4.1	Protect and manage the environment in a manner that recognises and promotes the World Heritage values of the Island.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	4.1.1	Protect threatened species, populations and ecological communities, and their habitats through implementation of LHI Biodiversity Management Plan (BMP)	MEWH	Significant progress against identified actions in the LHI Biodiversity Management Plan (BMP) is demonstrated. BMP action table is reviewed	Complete and ongoing. Recognition for our holistic strategy with the winning of the Banksia Gold, Banksia Govt, 2 Green Globe awards and a SERA award. BMP meeting held to review action table, grant opportunities identified.
Action	4.1.2	In accordance with the LHI LEP, manage development in order to protect landscape values and scenic features	MECS	Development applications and activities are assessed in accordance with relevant environmental legislation, policies, and procedures.	On Track
Action	4.1.3	Contribute to World Heritage Area conservation by being a member of the Australian World Heritage Advisory Committee (AWHAC).	CEO / MEWH	Active contribution to AWHAC.	CEO & MEWH attended WH Managers meeting in Canberra Oct 2018, presented on LHI projects.
Strategy	4.2	Work to prevent the introduction of exotic pests and pathogens to and eradicate exotic pests from the Island.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	4.2.1	Implement biosecurity measures to protect against the introduction of exotic pests and pathogens to the Island.	MEWH	High priority actions identified in the LHI Biosecurity Strategy are implemented	Ongoing, funding proposal developed and sent to LLS
			MEWH	Procedures for use of detection dogs are developed, consulted on and approved prior to commencement of dog usage.	OEH developing SOP's which will be implemented.
			MEWH	Regular biosecurity inspections are conducted with detection dogs at high risk entry points.	Ships inspected each voyage.
Action	4.2.2	Implement the LHI Weed Management Strategy 2016 and Program to eradicate invasive weeds	CEO	Implement Weed Management Strategy	SOS, NCLLS, ET grants implementing high priority works.
Action	4.2.3	Seek philanthropic investment in the implementation of LHI Weed Management Strategy / Weed Eradication Program	CEO	LHI Weed Eradication Program Prospectus developed Community and support group to champion philanthropic investment in weed eradication Sponsorship received from individuals and groups towards program implementation	Implemented under Protecting Paradise in conjunction with the LHI Conservation Volunteers program, covering weeds, REP & Biosecurity. Working with ISC and Wildmob in conjunction with the REP to champion philanthropic investment holistically 'Protecting Paradise'. Campaign being developed with ISC and Wildmob
Action	4.2.4	Complete Planning and Approvals stage of Rodent Eradication Program.	CEO	Planning and approval process to inform the implementation phase is complete The technical and non-technical feasibility of the program is demonstrated. Decision made to proceed/not proceed	Complete Complete, Sept LHIB meeting technical feasibility presented. Complete - decision made in Sept 2017, reconfirmed Sept 2018.
Action	4.2.5	Finalise operational planning and commence implementation of Rodent Eradication Program	CEO	Subject to decision under 4.2.5, REP is commenced by June 2019	In progress, implementation scheduled for Winter 2019.
Strategy	4.3	Identify, protect and value heritage items.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	4.3.1	Assist the LHI Historical Association and the community with conservation of heritage items	MECS	Applications for community grants and external funding for heritage conservation initiatives are supported.	Community grant program run and ready to be awarded.
Action	4.3.2	Identify and protect heritage items	MECS	Heritage requests considered and assessed. Heritage items to be considered in all DA planning assessments.	No new items identified, heritage requests considered and assessed. Heritage items to be considered in all DA planning assessments.
Strategy	4.4	Improve awareness and understanding of the environment through education and research.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	4.4.1	Provide regular updates on environmental programs, research and maintain interpretation to increase environmental awareness	MEWH, REP PM, FMO	Articles prepared for Community Bulletin, Signal and LHIB website and community consultation undertaken on weeds, rodents, waste management and biosecurity	Complete and ongoing.
Action	4.4.2	Encourage appropriate environmental research which is of benefit to LHI environment and community.	MEWH	High priority research supported	Complete and ongoing.
Strategy	4.5	Improve environmental sustainability of Board programs and operations (waste disposal; wastewater; renewable energy).	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	4.5.1	Develop better knowledge within the resident and tourist populations of the waste program objectives activities.	MIES	Waste data regularly updated at WMF, The Signal and/or Community Bulletin.	Not provided, staffing levels and staff changes making this difficult to achieve.
Action	4.5.2	Support community in implementing On-site Wastewater Strategy.	MIES	Demonstrated progress by commercial and residential leases to upgrade wastewater systems to meet revised Strategy deadlines.	Ongoing within limitations of LHIB control and influence
Action	4.5.3	Reduce the environmental impact of wastewater from Board properties.	MIES	All remaining Board properties which do not meet the Strategy are upgraded by end June 2019. All Board property wastewater systems are maintained in accordance with Strategy.	Progressing within LHIB limitations and resource availabilities. Within budget limitations, further testing with more funding.
Action	4.5.4	Undertake monitoring of LHI groundwater monitoring well network on annual basis and establish data management and reporting.	MIES	Data on quality and levels is collected and data is managed to enable sensible reporting.	Complete and ongoing.
Action	4.5.5	Undertake two waste audits to monitor and record waste types and volumes received from the community.	MIES	Audits completed by end June 2019.	On target.

Action	4.5.6	Develop a program to phase out single-use takeaway containers on the island.	MIES	Feasibility of installing two more water refill stations.	LHIB refill station complete. Remainder of stations unlikely to proceed, due to cost of installing suitable water treatment systems to meet water quality guidelines.
				Work is undertaken with community representatives to put in place measures to phase out the sale of plastic water bottles, plastic-coated coffee cups, plastic/polystyrene takeaway food containers and plastic shopping bags	Water bottles and coffee cups being phased out. Actions being followed up by LHI Plastics action group.

Strategic Direction: Responsible Land Management					
Strategy		Design land use and development policies that balance environmental, economic and social outcomes.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	5.1.1	Finalise Stage 1 review of the LHI Local Environmental Plan (LEP)	MECS	Planning proposal revised with external assistance and lodged with DPE - finalised March 2019.	Draft stage 1 prepared with consultant planners required for final submission. Submission anticipated to take place in February/March 2019.
Action	5.1.2	Commence Stage 2 review of the LHI Local Environmental Plan (LEP)	MECS	Deferred subject to priorities set by CSP.	Not commenced, deferred subject to priorities set by CSP. Needs to be included in draft 19/20 budget.
Action	5.1.3	Undertake a review of the Dwelling Allocation and Entitlement Policy	MECS	Dwelling Allocation and Entitlement Policy is reviewed and implementation plan progressed March 2019.	Not yet commenced, awaiting outcomes of CSP.
Action	5.1.4	Undertake Market Demand Study of Staff Accommodation	MECS	Study is completed by June 2019	Not yet commenced.
Strategy		Provide an efficient and effective development planning and assessment service.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	5.2.1	Provide development planning and assessment through the services of an independent planning consultant.	MECS	Annual performance reviews of planning contract undertaken.	Ongoing
Action	5.2.2	Undertake audits of planning and assessment systems and processing to monitor compliance with legislative and policy matters under the control of the Board.	MECS	Biannual report of planning and assessment systems and processes undertaken.	Occurring in Feb 2019
Strategy		Provide an effective lease administration system.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	5.3.1	Administer leases in accordance with the Act.	MECS	Continue review of perpetual leases on a periodic basis.	Each individual lease/procedure reviewed against the Act. Review completed and applied to all new matters as they arrive.
Action	5.3.2	Implement recommendations from independent review of land tenure and allocation arrangements.	MECS	Priority actions from Land Tenure and Land Allocation review are implemented within 12 months of Government finalisation of Handley Report	Cat B restitution underway, implemented by June 19.
Strategy		Protect and manage the LHI Permanent Park Preserve in a manner that recognises the World Heritage values of the Island.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	5.4.1	Ensure LHI Permanent Park Preserve is managed in accordance with Plan of Management.	MECS	Review completed PPPOEM, reported to LHIB and submitted - Mar 2019.	Review complete, report to be prepared by May 19.
Strategy		Protect and manage vacant crown lands.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	5.5.1	Develop a plan for management of Norfolk Island Pines	MECS	Plan developed by June 2019	Insufficient resources to complete in 18/19. To be deferred to 19/20.
Strategy		Rehabilitate degraded areas.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	5.6.1	Undertake rehabilitation of the Old Powerhouse Precinct to allow alternative uses.	MIES	Investigate traffic parking options in CBD with future developments.	Construction plans complete
Action	5.6.2	Finalise review of LHI Vegetation Rehabilitation Plan, 2003 and implement high priority actions.	MEWH	Draft Vegetation Rehabilitation Plan placed on public exhibition by June 2019	Insufficient resources to complete in 18/19. To be deferred to 19/20.
Action	5.6.3	Implement LHI Coastal Study recommendations to manage erosion and recession risks.	MIES	Concrete protection of geotextile bag wall at Pinetrees Boatshed is completed by Dec 2018.	Complete and ongoing.
				Old Settlement Creek is managed to reduce erosion impacts on the northern edge.	Currently being monitored at this stage on works required.
				Cobby's Creeks is managed to reduce flooding impacts on properties and salt intrusion on the Sally Swamp area.	Ongoing - flooding risk mitigated with outlet.
				LHIB review funding options	No funds currently available, due to LEP.

Strategic Direction: Strong and Engaged Community					
Strategy		Plan for appropriate services for the community.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	6.1.1	Support a whole of government approach to the provision of health, education and other services.	SMT	Meetings held with NSW Health, RMS, Police, SES and RFS every 12 months.	On Track.
Strategy		Improve relationship with the community through engagement and consultation.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	6.2.1	Develop a communication / community engagement strategy to support an informed and involved community.	CEO / MECS	Communication / community engagement strategy developed by Nov 2018.	Refer item 1.8.1
Strategy		Provide professional environmental and public health services.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	6.3.1	Ensure compliance with public health standards for LHIB drinking water supplies, wastewater management and food safety.	MECS / MIES	Scheduled inspection and testing regime are implemented.	Food safety inspection scheduled for Apr 19, monitored and ongoing. Water testing ongoing.
Action	6.3.2	Prepare and implement Drinking Water Quality Assurance Program for Board supplies.	MIES	Drinking Water Quality Assurance Program implemented and documented fully.	Complete and ongoing.
Strategy		Support capacity building in community organisations.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	6.4.1	Make funds available under Community Grants Program for activities or projects that benefit the LHI community.	MECS	Expressions of Interest for Community Grants sought every 12 months in accordance with Policy.	Grant applications received, preliminary assessment complete.
Strategy		Promote programs that provide for children.	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	6.5.1	Make funds available under LHI Scholarship Program to support the completion of tertiary education that contributes to LHI.	MECS	\$10,000 pa provided for LHI Scholarship Program.	In progress - to be advertised in January 2019.
Action	6.5.2	Support community events.	MECS	Event calendar developed and priority events for Board assistance identified by end Jan 2019.	Community events continue to be supported
Action	6.5.3	Actively support progress of establishment of pre-school	MECS	Owners consent and DA assessed and lodged March 2019.	OC submitted. LHIB supported committee to present at Nov 18 Board meeting, and facilitated a meeting with Leslie Williams.
Strategy		Manage the Local Emergency Management Committee (LEMC) and Emergency Management Plan (EMPLAN).	Responsible Officer	Operations Plan 2018/2019	December 2018 Review
Action	6.6.1	Arrange quarterly meetings of LEMC.	LEMO / MIES	Quarterly meetings of LEMC held.	Quarterly meetings of LEMC held.
Action	6.6.2	Implement EMPLAN as required and coordinate annual review.	LEMO / MIES	EMPLAN implemented for any emergencies and annual review completed.	Completed, Nov.