

LORD HOWE ISLAND BOARD

Business Paper

OPEN SESSION

ITEM

Community Strategic Plan Update

RECOMMENDATION

That the Board note the update to the Community Strategic Plan.

BACKGROUND

The commencement of development of a ten year LHI Community Strategic Plan (CSP) was resolved at the May 2018 Board meeting. Most CSPs for Councils in NSW take significant resources to develop. Rather than externally commission its development, instead a part time resource of Project Officer – Strategic Planning was recruited (0.5FTE) commencing 27th Aug 2018. Between March 2019 and March 2020 the CSP has been on hold due to the Rodent Eradication Project and more recent COVID-19 related reallocation of that staff member.

DEVELOPMENT OF THE 2020/21 OPERATIONS PLAN AND BUDGET

Because the CSP itself is not yet completed and the planned community consultation exercises and workshops only partially completed at this stage, there is a need to crystallise information received to date. This is to better inform development of the draft 20/21 Operations Plan and Budget so that they reflect both non-discretionary functions and strategic community priorities, concerns and aspirations.

The information collated is shown in Attachment A. It is noted however that specific workshops for Economy and Tourism, Health and Education & Environment are yet to be run and full analysis is incomplete due to the reallocation of resources mentioned above.

The information in the attachment shows high-level community priorities as well as specific detail on emerging themes/suggestions.

During a Board administration management team workshop on 9th March 2020, all relevant CSP information was presented for integration into stage 1 planning of the draft 2020/2021 budget.

It is noted that discussions by Board members will be held in the Board Planning Session on 28 April 2020 on the priorities and issues affecting the draft 20/21 Operations Plan and Budget. It is also noted that significant uncertainty surrounds the current economic and financial environment affecting the NSW Government, the Board and the community. These will affect the development of the 20/21 budget and its implementation. Certainly planning and budgeting have to proceed but will be subject to change.

Staff will take the discussions from the Planning Session and incorporate them into the draft Operations Plan and Budget development.

NEXT STEPS

1. Incorporation of Planning Session discussions into draft 20/21 Operations Plan and Budget – **Early May 2020**.
2. Presentation of draft 20/21 Operations Plan and Budget to May Board Meeting – **May 2020**
3. Final draft Operations Plan and Budget considered at Special Meeting of the Board – **June 2020**

When the COVID-19 situation allows resources to return to CSP work, workshops to be held, and further development to proceed, the CSP process can be reactivated. Ideally funds will be required to undertake this in a suitable fashion. However, the financial impacts of COVID-19 are likely to necessitate a leaner approach than would otherwise be pursued.

RECOMMENDATION

1. That the Board note the update to the Community Strategic Plan.
2. That the discussions from the April 28 Planning Session be incorporated into the development of the draft 2020/21 Operations Plan and Budget before presentation to the May Board Meeting.

Prepared: Darcelle Matassoni Project Officer – Strategic Planning

Endorsed: Peter Adams Chief Executive Officer

Attachment:

Attachment A: Discussion Paper - Corporate Planning - Key Themes - Community Strategic Plan - Mar 2020

LORD HOWE ISLAND BOARD

DISCUSSION PAPER

Community Strategic Plan Interim Findings Planning Process & Budget 20/21

The ten year LHI Community Strategic Plan was approved at the May 2018 Board meeting, with the resource of Project Officer – Strategic Planning recruited (0.5FTE) commencing 27th Aug 2018. Between March 2019 and March 2020 the CSP has been on hold.

Therefore, this paper - to provide community input to support 20/21 budget drafting - is based on all available information collected to date, noting that specific workshops for Economy and Tourism, Health and Education & Environment are yet to be run and full analysis is incomplete.

The information collated in this report shows high-level community priorities as well as specific detail on emerging themes/suggestions.

During the upcoming meeting on *Corporate Planning - Key themes emerging from the CSP to inform Corporate Strategy and Budget Planning process* scheduled for 9th March 2020, this information will be elaborated on.

The following information is based on the below consultation:

| Date | Activity |
|-------------------------|---|
| Still to be run | Workshops on Economy and Tourism, Health and Education & Environment |
| 26 th Feb 19 | Housing, Development, Transport and Infrastructure workshop |
| Nov 18 – Feb 19 | Individual and group meetings with community members |
| 12 th Dec 18 | CSP Workshop (4 x overarching theme discussions) |
| 5 th Dec 18 | Workshop with LHICS children |
| 4 th Dec 18 | CSP Survey launch (Survey Period: 4 Dec 18 – 15 Feb 19) |

Also incorporating relevant themes from the comprehensive LHI Community Strategy 2010 - 2015, and the Lord Howe Island Board Communications and Community Engagement Survey 2015

Community Survey Information

Number of surveys completed = 86

Comment: Clear allocation of roles and responsibilities for implementation - it should be clear to the community that the Board is not responsible for all aspects of the plan.

Demographic of respondents

- Most have lived on LHI for most of their lives (49.40%) or 10+ years (16.87%)

- (41.18%) Perpetual leaseholders
- (23.53%) Renting privately
- (22.35%) Living with friends/family
- 64.94% not planning on leaving
- 44.59% Employed full time
- 27.03% Retired
- Highest percentage are Business owners (27.59%) or Employed by Tourism (20.69%)
- Highest percentage of respondents are 55-64yrs followed by 25-34yrs
- 54.88% Female
- 40.24% Male

Ranked top community priorities

1. Health
2. Education
3. Positive Aging
4. Tourism
5. Culture & Heritage
6. Business Development

Most valued aspects about living on Lord Howe

1. Natural Environment
2. Lifestyle
3. Strong Sense of Community

Community Involvement/Participation

- Most people disagree with the statement that the Community on Lord Howe Island is harmonious, cohesive and inclusive
- Most people agree with the statement that you have a fair opportunity to participate in the community
- Most people occasionally participate in community activities 58.82% with 29.41% regularly participating
- (41%) of people participate/ are involved in community event planning

Safety

- Majority strongly agree or agree that they feel safe on LHI.

Most important use of LHIB resources

1. Natural Environment
2. Aged Care
3. Tourism
4. Housing
5. Waste Management

Least important use of LHIB resources

1. Parking facilities
2. Lobbying
3. Sporting Facilities
4. Cultural Facilities
5. Recreational Facilities

IES

Ranked top Infrastructure Priorities

1. Travelling to and from LHI
2. Maintaining the natural environment
3. Freight to and from LHI
4. Jetty and Airport
5. Transport (Roads)
6. Transport (Footpaths)

Top transport points

- Most agree that you can easily get where you want or need to be
- Most agree that the island's air services are meeting people's needs
- Most agree LHI is safe for pedestrians/cyclists
- Divided result on whether Lord Howe Island is a safe area for pedestrians
- Divided result on whether Lord Howe Island footpaths and walking trails meet the needs of the community

Specific detail:

- Achieve certainty and long term solution for air service
- Maintain jetty
- Mechanic available to the public
- Manage existing infrastructure better including all infrastructure having maintenance and feasibility plan
- Better storage for LHIB equipment
- Ensure continuity of the shipping service
- Encourage greater focus on alternative technology
- Introduce road safety education information for visitors
- Investigate 'conditional' registration for all LHI vehicles
- Maintain private graveyards
- Toilet facilities at the southern end of the island

ECS

Ranked top regulation service priorities

1. Environmental protection
2. Environmental health
3. Housing and development

Natural Environment

Most agree that

- Beaches are kept clean and tidy
- Environment is respected and well protected
- The Permanent Park Preserves are well managed

Specific detail:

- Implement individual allotment responsibility for sustainable energy, water and sewerage solutions
- Establish a community garden
- Protect Island environment and World Heritage status
- Map the Island's creative talents
- Develop more cultural programs and events
- Maintain and celebrate our unique heritage
- Conserve and interpret heritage places.

- Study of capping island business e.g. 4 glass bottom boats
- Regulation of duplication of same business
- Utilise more effectively existing special leases to encourage/support agriculture
- Interactive environmental and cultural programs for devices
- Ensure current funding is maintained to protect biodiversity
- Balance community (culture) and environment

Housing

Infrastructure and Development

- Divided opinion on diversity of housing types to suit the needs of the community
 - If you break this down into leaseholders vs non-leaseholders disagreement significantly increases to (62.22%) for non-leaseholders, whereas for leaseholders this sits at (27.78% disagreement)
- Divided result on whether new developments are helping preserve and enhance an attractive environment

Specific detail:

- Better usage of current housing/infrastructure
- Infrastructure to be included in all housing decisions (what capacity can our facilities cope with and how close to capacity are we currently)
- New developments should be sustainable and more affordable
- Review housing options to facilitate 25 dwellings in 20yrs as per current LEP
- Updated eco specs for all new homes, slowly introducing to all
- Better support, guidance and assistance with dual housing between generations (living together)
- Regulation over staff and staff accommodation, business accommodation needs audit
- Smaller lease blocks <3000m2 with green belt in between
- More than one valuation – third party

BCS

Economic Growth and Development

- Most (marginally) consider the planning for local economic growth and development to be inadequate
- Most agree the Lord Howe Island Board provides adequate support for tourism services on the island
- Most agree the Lord Howe Island Board supports a variety of businesses
- Most disagree that there is a reasonable and affordable standard of housing on LHI (28% indicated they are looking for permanent accomm)
- Divided on the cost of living

Planning and decision-making

- Most disagree that the LHIB adequately considers community views and concerns
- Most disagree that the LHIB plans well for the future
- Divided on whether Information about the Board and its decisions is clear and accessible

Specific detail:

- Maintain the cap on tourism beds
- Analyse why there are 400 beds and justify and clearly determine exactly what the reason is for this limit and acknowledge the reason.

- Board should be charging higher rates for rented govt. spaces to increase Board income and make the playing field fairer across the community. E.g. Market value/regulated for premises
*This is for commercial business or people selling commercial products from govt.-funded leases
- Support local primary producers
- Incorporate a social impact statement into how new businesses will impact the community
- Strategic plan for grants, especially assets
- Diversify the local economy from sole dependence on tourism
- Maintain the unique and niche nature of the Island's appeal
- LHIB decision making (community consultation) - information not being disseminated with enough time for public response
- Role of Elected Board members to be clarified

Support Services

Health

Health and well-being

- Most agree that hospital and medical services are adequate and accessible
- Most disagree that mental health services are adequate and accessible
- Most disagree that there is adequate health support for the islands aging community

Specific detail:

- Better access to mental health services
- Maintain our current level of medical service
- Increase access to dental services
- Improve technology at the hospital
- Discourage illegal drugs and alcohol abuse, including initiating more alcohol-free events and spaces
- Encourage more voluntarism in the health area

Positive Aging

Specific detail:

- Access to services
- Support to stay on Island and age at home
- Respite
- Transport services
- Involve Seniors in the community to pass on traditional activities
- Support services for carers and training for new carers

Education

- Most people agree with the statement that LHI provides access to a quality primary education
- Most people disagree with the statement that quality secondary education is available and accessible

Specific detail:

- Continue scholarship from LHIB for TAFE/University (expand criteria to making more available)

- Maintain government financial assistance for kids who need to leave for high school (travel/boarding etc) – secondary school on-island seen as low priority.
- Establish a comprehensive LHI Heritage Studies Curriculum for all school students
- Establish adult education opportunities
- Establish community library services
- Link scholarships to future Island labour market opportunities
- Create more career pathways for our young people to stay on Island including more local based apprenticeships and traineeships
- Engage young people more in idea generation and development
- Provide more recreational and work experience opportunities for high school aged young people during school holidays.

Prepared: Darcelle Matassoni Project Officer – Strategic Planning 05/03/20