



# LORD HOWE ISLAND

## COMMUNITY STRATEGIC PLAN

2024-2034



# OUR COMMUNITY VISION

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





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# Foreword from the Board

The Lord Howe Island Community Strategic Plan (CSP) lays out a comprehensive framework that brings together legislative requirements, community expectations, and wider government objectives into a clear and focused strategy. It has been developed with strong input from Lord Howe Island residents, businesses and organisations that will be partners in delivery of its actions.

You have outlined a vision for vibrant, inclusive, united and confident community which seeks to provide a quality lifestyle and positive interaction between the needs and aspirations of our residents, visitors and environment. Achievement of actions by all delivery partners across nine themes will realise that vision:

- Health and Wellbeing
- Environment
- Education
- Culture and Heritage
- Economy and Employment
- Housing and Development
- Infrastructure & Transport
- Decision Making
- Community Building

Whilst the Board is not responsible for all service delivery on the Island, we are fully committed to improving accountability and focus in the areas where we do have responsibility. Importantly, the CSP provides clarity on what those responsibilities are.

To ensure a structured and integrated approach to planning, the Board has adopted a modified version of the NSW Government's Integrated Planning and Reporting (IP&R) framework. This CSP is the roadmap to achieving better outcomes for the Lord Howe Island community. It will guide the development of both our delivery and operational plans, aligning our operations with our statutory obligations and your needs and aspirations.

I commend this plan to you and thank you for your continued support and involvement as we move forward on this strategic journey together.

Sincerely,

Atticus Fleming  
Chair of the Board  
Lord Howe Island Board



# Introduction

The *Lord Howe Island Community Strategic Plan 2024-2034* (the Plan) is based on community feedback and provides a long-term vision for Lord Howe Island over the next 10 years. The Plan will act as our guiding strategic document for Lord Howe Island Board (LHIB) projects and for advocacy, partnerships and delivering services.

This is a plan for the whole Island community. Responsibility for achieving this long-term community vision relies on collaboration amongst the whole Island community. When the plan refers to “we” and “our,” it refers to the local community, LHIB members and officers, local businesses and other government

agencies. We will all need to work together to ensure our vision for the future becomes a reality.

The Plan sets objectives and strategies to achieve the community vision. The objectives and strategies identified fall within **9 priority themes**:

- Health and Wellbeing
- Environment
- Education
- Culture and Heritage
- Economy and Employment
- Housing and Development
- Infrastructure & Transport
- Decision Making
- Community Building

## TIMELINE





# Background

Lord Howe Island (the Island) is located in the Tasman Sea between Australia and New Zealand. The Island is approximately 570km east of Port Macquarie and is part of New South Wales (NSW).

The Island was uninhabited until it was discovered in 1788 by Lieutenant Henry Lidgbird Ball, commander of the First Fleet ship, Supply. The Island was settled in 1834, and many current residents trace their ancestry back to the original settlers.

The Island spans an area of 14.55km<sup>2</sup> and the Settlement covers roughly 15% of the island. The Island is home to 445 people (Australian Bureau of Statistics 2021 Census) with a seasonal staff population during the tourist season.

As a World Heritage site, the Lord Howe Island Group is an outstanding example of isolated oceanic islands, with numerous endemic species and unique biota. Conservation efforts are ongoing to protect the Island's biodiversity.

In 1953, the New South Wales Government passed the Lord Howe Island Act 1953. The Act legislated a statutory authority to manage the Island and represent the interests of the Island community and the NSW Government.

This legislation established the Lord Howe Island Board (LHIB) to manage the Island's affairs and address concerns about secure home ownership, restricting land transfers and ensuring future Islanders could afford homes. The Island's land is held by the Crown, with perpetual leasehold arrangements for residents and special leases for agricultural use.



# About the Lord Howe Island Community Strategic Plan

A Community Strategic Plan (CSP) provides a long-term vision for a community. It outlines priorities, aspirations, and strategies for social, environmental, economic, and civic leadership.

At its core, a CSP responds to questions about a community's present and future. It describes where we aim to be in a decade, how we plan to reach our goals, and what Lord Howe Island looks like when we've reached those goals.

LHIB has developed the Lord Howe Island Community Strategic Plan 2024-2034 (the Plan) based on the outcomes of engagement with Lord Howe Island community members (Appendix 1-3).

The Plan gathers feedback about what the community values and what they see as opportunities and challenges. It also looks forward 10 years to provide a strategic approach to community development.

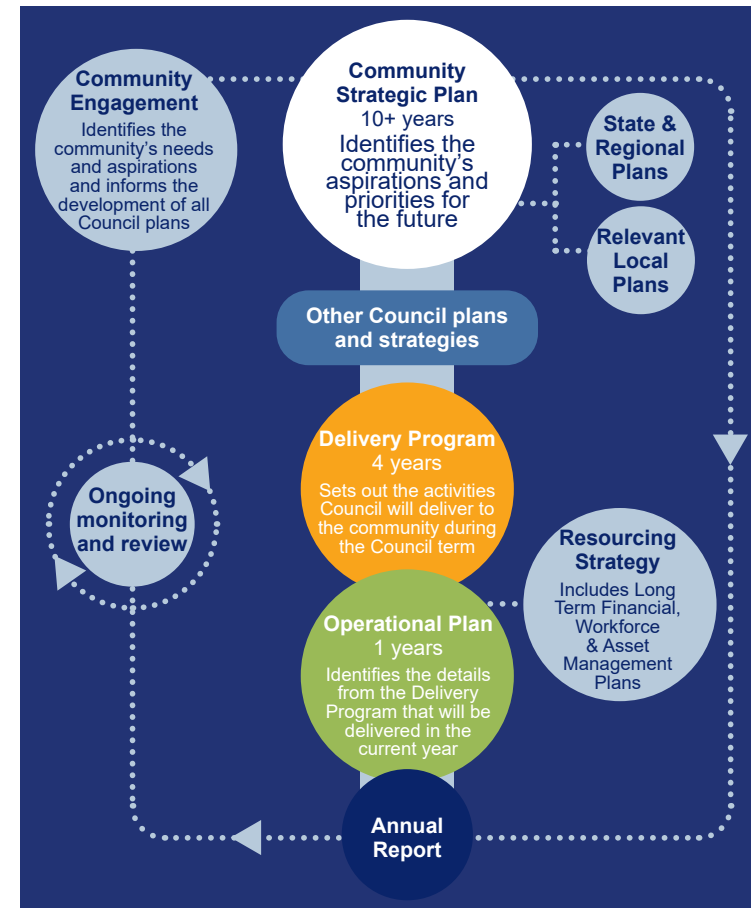


Figure 1: NSW Government's Integrated Planning and Reporting framework (Office of Local Government, NSW Government)



# Community profile

## Population



**445** People on  
Census night

**48.7%**  
Male

**51.3%**  
Female

## Age

**46** Median  
Age

**18.8%** aged 0-24 years old

**20.3%** aged 25-39 years old

**27.8%** aged 40-59 years old

**25.9%** aged 60-79 years old

**7.5%** aged 80+ years old



## Employment

**64.6%** are in the  
labour force



**44%** work part-time

**40%** work full-time

**14.3%** away from work

**2.4%** unemployed



## Living



**2.2** Average number of people per household

**65.3%**  
family households

**31.1%**  
single person households

**41.6%**  
own their own home outright

**15.5%**  
own their own home with mortgage

**37.3%**  
rent their home

**3.8%**  
other / not stated

## Housing



**80.5%** of households were occupied on Census night

**78.3%** of dwellings are separate housing

**17.4%** of dwellings are semi-detached (row, terrace, townhouse etc.)

## Education

**27.4%** completed diploma, advanced diploma, bachelor degree level or above

**26.9%** completed year 10, 11 or 12

**25%** completed Certificate III or IV

**14%** not stated



Note: All statistics sourced from Australian Bureau of Statistics (ABS) 2021

# Our partners

Achieving the community aspirations outlined in the Plan will rely on collaborative efforts with many partners and service providers. While LHIB does not have the capacity or responsibility to deliver all these aspirations alone, it will continue to advocate to and work with these partners on behalf of the community.

- Adventist Aged Care
- Air Service Providers
- Central and Eastern Sydney PHN (CESPHN)
- Community Groups
- Department of Agriculture, Fisheries and Forestry (DAFF)
- Department of Climate Change, Energy the Environment and Water (DCCEEW)
- Department of Communities and Justice
- Department of Education NSW
- Department of Health and Aged Care
- Department of Planning Housing and Infrastructure (DPHI)
- Department of Regional NSW
- Destination North Coast (DNC)
- Destination NSW (DNSW)
- Freight providers
- Heritage NSW
- LHI Businesses
- LHI Churches
- LHI Community
- LHI Pet Owners
- LHI Tourism Operators
- Lord Howe Island Central School (LHICS)
- Lord Howe Island Historical Society and Museum
- Lord Howe Island Isolated Childrens Parent's Association
- Lord Howe Island Marine Park (LHIMP)
- Lord Howe Island Parents & Citizens Association (LHI PCA)
- Lord Howe Island Tourism Association (LHITA)
- Marine Rescue NSW
- NSW Department of Primary Industries (DPI)
- NSW Department of Primary Industries (DPI)
- NSW Health (SESLHD)
- NSW Police
- NSW Rural Fire Service (RFS)
- NSW State Emergency Service (SES)
- Office of Emergency Management
- Private General Practitioner (contracted by SESLHD) Supported by NSW
- Transport for NSW (TfNSW)











# Our priority themes

To achieve the community vision, we have developed strategies and objectives that fall into the following themes. *The following list is ordered by importance based on the Community Strategic Plan Survey (2024) results.*



HEALTH AND  
WELLBEING



ENVIRONMENT



EDUCATION



CULTURE AND  
HERITAGE



ECONOMY AND  
EMPLOYMENT



HOUSING AND  
DEVELOPMENT



INFRASTRUCTURE  
AND TRANSPORT



DECISION  
MAKING



COMMUNITY  
BUILDING

PRIORITY THEME 1

# Health and wellbeing



OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>1.1 We have fair and equal access to essential healthcare services.</b>	1.1.1 Understand the needs of community members.	Private General Practitioner (contracted by SESLHD) supported by NSW Health
	1.1.2 Improve mental health services.	Private General Practitioner (contracted by SESLHD) supported by NSW Health
	1.1.3 Ensure on-Island emergency care is high-quality, thorough and responsive.	Private General Practitioner (contracted by SESLHD) supported by NSW Health
	1.1.4 Ensure consistent on-Island medical care availability and affordability.	Private General Practitioner (contracted by SESLHD) supported by NSW Health
	1.1.5 Support different service providers working together, so services work better for everyone.	Private General Practitioner (contracted by SESLHD) supported by NSW Health
	1.1.6 Advocate for access to government health programs (e.g. dentist).	NSW Health, SESLHD, LHIB



## HEALTH AND WELLBEING VISION

We have a range of healthcare services designed to meet the needs of our community. Every member of our community has fair access to these services and is supported to live healthy lives.

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>1.2 We support older community members on the Island.</b>	1.2.1 Provide resources and support for seniors to age at home.	Private General Practitioner (contracted by SESLHD) supported by NSW Health, LHIB, Department of Health and Aged Care
	1.2.2 Support and maintain accessibility to in-home care.	Private General Practitioner (contracted by SESLHD) supported by NSW Health, LHIB, Department of Health and Aged Care
<b>1.3 We are aware of the range of healthcare available.</b>	1.3.1 Promote information about on-Island healthcare.	Private General Practitioner (contracted by SESLHD) supported by NSW Health
	1.3.2 Undertake a needs analysis to determine current and future health needs of our community	Private General Practitioner (contracted by SESLHD) supported by NSW Health, CESP HN, LHIB
<b>1.4 We live healthy and well.</b>	1.4.1 Ensure long-term access to nutritious food.	LHI Businesses, LHIB
	1.4.2 Promote healthy relationships.	Department of Communities and Justice, NSW Police, Private General Practitioner (contracted by SESLHD) supported by NSW Health

## PRIORITY THEME 2

# Environment

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>2.1 Our natural environment is secured and protected.</b>	2.1.1 Maintain the Permanent Park Preserve using best practice approaches.	LHIB, DCCEEW, LHI Community
	2.1.2 Maintain the Marine Park using best practice approaches.	LHIMP, LHIB, LHI Community
	2.1.3 Maintain our World Heritage status.	DCCEEW, LHIB, LHI Community
	2.1.4 Protect, preserve and regenerate environmentally sensitive areas and high conservation areas.	DCCEEW, LHIB, LHI Community
	2.1.5 Communicate with visitors about how to best interact with the unique natural environment of the Island.	LHITA, LHI Tourism Operators, LHIB, LHI Community



## ENVIRONMENT VISION

Our natural environment is embraced and safeguarded by all. We carry the responsibility to preserve and enhance the habitat for all future people, plants and animals who call Lord Howe Island home.

We explore thoughtful management of resources and waste to promote a sustainably built environment that exists next to natural spaces.



OBJECTIVE	STRATEGIES	DELIVERED BY:
	2.1.6 Develop a climate change strategy to plan for a resilient future.	DCCEEW, LHIB, LHIMP
	2.1.7 Maintain sustainable biosecurity measures to prevent introduction and spread of invasive species.	LHIB, DPI, DAFF, LHI Community, Visitors
<b>2.2 We take pride in respecting and enhancing our natural environment.</b>	2.2.1 Acknowledge the historical efforts of the community in environmental stewardship and support ongoing collaboration.	LHIB, LHI Community, DCCEEW
	2.2.2 Educate residents, visitors and seasonal staff about the natural environment and our joint responsibility to protect it.	LHIB, LHI Businesses, LHITA, LHI Tourism Operators, LHI Community
	2.2.3 Collaborate with researchers to understand the environment and encourage them to incorporate citizen science in relevant studies.	LHIB

## PRIORITY THEME 3

# Education



## EDUCATION VISION

We provide access to quality education on the Island. Our community values being lifelong learners. We support and empower local young people and recognise their important contribution to the Island.

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>3.1 We have a range of education facilities for people of all ages.</b>	3.1.1 Advocate for funding and scholarship assistance for secondary and tertiary education and living away from home assistance.	Lord Howe Island Isolated Childrens Parent's Association
	3.1.2 Enhance distance education options to ensure families have diverse and equitable choices.	Department of Education NSW
	3.1.3 Strengthen community-school ties for lifelong learning and skill sharing.	Lord Howe Island Central School, LHI Community
	3.1.4 Identify skills gaps and future-proof the workforce through education and training initiatives.	LHIB, Department of Regional NSW, Department of Education NSW



## PRIORITY THEME 4

# Culture and Heritage



## CULTURE AND HERITAGE VISION

Our culture and heritage are appreciated as key pillars of life on Lord Howe Island. We celebrate our rich history and cultural heritage.

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>4.1 The unique Island culture is supported and encouraged.</b>	4.1.1 Promote access to stories, histories and cultural traditions for community members and visitors.	LHI Historical Society and Museum, LHI Community, LHITA, LHI Tourism Operators
	4.1.2 Promote educational programs and events that raise awareness of local history, culture and heritage.	LHI Historical Society and Museum, LHICS, LHI PCA, LHI Community, LHIB
	4.1.3 Promote pride in heritage and culture through events (e.g. Discovery Day).	LHI Historical Society and Museum, LHICS, LHI PCA, LHI Community, LHIB
<b>4.2 Island culture and heritage has longevity.</b>	4.2.1 Preserve and celebrate landmarks, artifacts and cultural traditions.	LHI Historical Society and Museum, LHI Community, LHIB, Heritage NSW, DCCEEW
	4.2.2 Provide opportunities to celebrate ancestry and support cultural spaces.	LHI Historical Society and Museum, LHI Community, LHIB

## PRIORITY THEME 5

# Economy and Employment

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>5.1 We have diverse local employment available for people living on the Island.</b>	5.1.1 Support local businesses to sustainably provide a range of goods and services.	LHIB, LHI Community
	5.1.2 Support diverse work arrangements and opportunities for community members.	LHIB, LHI Businesses
	5.1.3 Support and mentor young people.	LHI Community, Department of Education NSW
<b>5.2 We support local businesses.</b>	5.2.1 Provide support to help local businesses thrive.	LHIB, LHI Community
	5.2.2 Promote benefit of shopping locally.	LHITA, LHI Tourism Operators, LHI Community



## ECONOMY AND EMPLOYMENT VISION

Community members thrive within a diverse and resilient local economy.

We empower community members to contribute meaningfully to the prosperity of the Island.



OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>5.3 Our tourism industry is sustainable.</b>	5.3.1 Maintain bed license cap at 400 beds.	LHIB
	5.3.2 Develop a model for sustainable tourism operations.	LHITA
	5.3.3 Develop sustainable tourism initiatives that highlight the cultural and heritage assets.	LHITA, LHI Historical Society and Museum
	5.3.4 Provide quality opportunities for visitors to appreciate Island values while minimising negative impacts.	LHIB, LHITA, LHI Tourism Operators
<b>5.4 The town centre is a vibrant and successful centre of the Island.</b>	5.4.1 Support community events and activities located in the town centre.	LHIB, LHI Community, Community groups

## PRIORITY THEME 6

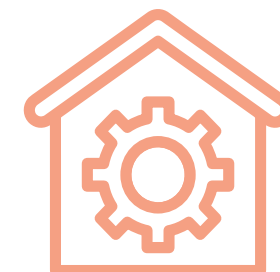
# Housing and Development

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>6.1 Housing on the island is accessible and diverse.</b>	6.1.1 Plans and policies promote diverse and flexible housing options.	LHIB, DPHI
	6.1.2 Ensure businesses have a sustainable level of staff accommodation.	LHI Businesses, LHIB
<b>6.2 Our land is used in the most appropriate way.</b>	6.2.1 Development assessment considers social, environmental and legislative requirements to understand overall impact.	LHIB,DPHI
	6.2.2 Assess the Island's capacity for sustainable development and population growth.	LHIB, DPHI

## HOUSING AND DEVELOPMENT VISION

Our built environment is designed and planned with intention. Housing is more accessible and diverse.

Sustainable practices guide our development. Our community celebrates the character and heritage of the Island.



OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>6.3 Community members understand planning processes.</b>	6.3.1 Develop community awareness and provide information and training on development planning processes on the Island.	LHIB
	6.3.2 Engage with community members about significant projects.	LHIB
	6.3.3 Ensure development processes are timely and efficient.	LHIB



## PRIORITY THEME 7

# Infrastructure and transport

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>7.1 Access to the mainland is sustainable, reliable, and affordable.</b>	7.1.1 Advocate for reliable air transport.	LHIB, TfNSW
	7.1.2 Monitor ongoing performance of air transport options.	Air Service Providers, TfNSW, LHIB
	7.1.3 Ensure transport to the mainland is accessible and affordable for locals.	Air Service Providers, TfNSW, LHIB
<b>7.2 Our transport network meets the needs of the community and visitors.</b>	7.2.1 Provide a safe and well-maintained road network.	TfNSW, LHIB
	7.2.2 Plan for a sustainable range of on-Island transport options.	TfNSW, LHIB, LHI Business Owners, LHI Community
	7.2.3 Create a vehicle strategy to understand needs and provide sustainable and appropriate Island transport solutions.	LHIB

## INFRASTRUCTURE AND TRANSPORT VISION

We have a safe road network for easy community mobility. Our air services offer reliable, sustainable, and affordable mainland access, supporting a sustainable number of visitors. We have reliable, sustainable and affordable shipping for goods. Our infrastructure is well-maintained and includes accessible, inclusive community facilities, and critical infrastructure is maintained and enhanced according to population and visitor numbers.



OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>7.3 Our infrastructure and transport is climate conscious.</b>	7.3.1 Investigate the best approach to shift the Island's energy supply from fossil fuels to renewable sources.	DCCEEW, LHIB
	7.3.2 Explore options to enable private solar installation.	LHIB
<b>7.4 Our infrastructure assets are well-maintained.</b>	7.4.1 Maintain critical infrastructure (including waste, water, electricity, airport, jetty) to support community need and economic activity.	LHIB

## PRIORITY THEME 7

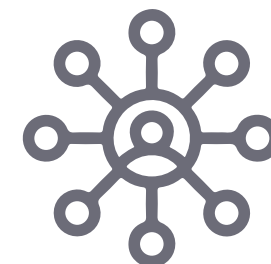
# Infrastructure and transport cont.

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>7.5 We maintain infrastructure in line with population numbers and visitors.</b>	7.5.1 Provide accessible and well-maintained community facilities that can be adapted for a variety of uses.	LHIB
	7.5.2 Maintain amenities and public facilities (including lawns, BBQ areas, gardens).	LHIB
	7.5.3 Support development and maintenance of technological infrastructure, as desired.	LHIB, Department Regional NSW
<b>7.6 We can access goods from the mainland.</b>	7.6.1 Ensure freight service is regular, reliable and affordable.	LHIB, TfNSW, Freight Providers
	7.6.2 Monitor and report on ongoing performance of freight services.	LHIB, TfNSW, Freight Providers



## PRIORITY THEME 8

# Decision Making



## DECISION MAKING VISION

Everyone is included in our community. Decisions are made openly and fairly. We value everyone's input, share information and work together.

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>8.1 Our decision making processes focus on the community.</b>	8.1.1 Provide equitable access to all LHIB services.	LHIB
	8.1.2 Ensure appropriate social impact evaluations and community engagement informs decision-making processes.	LHIB
<b>8.2 We have an informed and engaged approach to decision making.</b>	8.2.1 Engage community members in projects, decisions and approvals made by LHIB.	LHIB
	8.2.2 Promote transparency in Board processes and decisions.	LHIB
<b>8.3 We are knowledgeable about what is happening on the Island.</b>	8.3.1 Provide a central method of communication for community members to access information from LHIB.	LHIB
	8.3.2 Facilitate understanding about community, cultural and historic context for new staff.	LHIB

PRIORITY THEME 9

# Community building

OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>9.1 We participate in our community.</b>	9.1.1 Support community groups, organisations and service clubs with different focuses and interests.	LHI Community, LHIB
	9.1.2 Optimise the use of all shared spaces for enhanced community benefit.	LHIB, LHI Community, Community groups
<b>9.2 We feel safe on the Island.</b>	9.2.1 Strengthen disaster management preparedness and understanding of emergency response plans.	Office of Emergency Management, NSW Police, SES, RFS, Marine Rescue, LHIMP, SESLHD, LHIB
	9.2.2 Promote reduction of harmful behaviours.	NSW Police, SESLHD, Departement Communities and Justice, NSW Health
	9.2.3 Visitors understand and respect Island community life.	LHITA, LHI Tourism Providers, LHI Community
	9.2.4 Ensure strong social support networks exist within the community.	LHI Community, LHI Churches, Community groups

## COMMUNITY BUILDING VISION

Our community is built on diversity and acceptance, where every community member and visitor are valued. Local connections and community groups empower us to live in a place that is safe, inclusive and welcoming.



OBJECTIVE	STRATEGIES	DELIVERED BY:
<b>9.3 Our community is harmonious, cohesive and inclusive.</b>	9.3.1 Support volunteers to drive positive change in the community.	Office of Emergency Management, Department Communities and Justice, LHIB, LHI Community
	9.3.2 Strengthen inclusion and foster community participation of people of all ages, abilities and identities.	LHI Community, LHIB
	9.3.3 Support responsible pet ownership and animal welfare needs balancing community and environmental needs.	LHIB, LHI Pet Owners, LHI Community
<b>9.4 We have a wide range of entertainment available.</b>	9.4.1 Support access to a range of sporting opportunities.	LHIB, Community groups
	9.4.2 Develop and support entertainment options.	LHIB, LHI Community
	9.4.3 Support inclusive community events and gatherings.	LHIB, DNSW, DNC, LHITA, LHI Community



# Statements

## MEASURING SUCCESS

The Plan provides a long-term vision of Lord Howe Island in 10 years. To achieve this vision it is crucial to track the implementation of objectives and strategies outlined in the Plan.

LHIB will develop supporting plans based on the vision, objectives and strategies in this plan to act as functional guides. The supporting plans will include desired outcomes, which will help to measure our success in moving toward the realisation of the community vision.

LHIB has taken the lead in developing the Plan and will implement it through Delivery and Operational Plans, but other stakeholders also play a significant role in realising the community vision. LHIB will work with these stakeholders, who include community members, community groups and organisations, businesses, schools and education facilities, New South Wales Government and Australian Government.

A key component in measuring success is ensuring that community members are engaged in projects and processes delivered by LHIB.

LHIB will review the Plan following 2034.

## LEGISLATIVE REQUIREMENTS

The Plan considers and works in support of relevant New South Wales plans and policies, and relevant global interests. Being an island, Lord Howe Island is not located within a defined NSW region. The following table describes matters of interest reflected in the Plan and the corresponding State and global plan or policy the Plan complements.

	STATE	GLOBAL
<b>Matters of interest</b>	Healthcare (including aged, child and disability care and support), transport, education, employment, police, infrastructure development, environment, emergency preparedness	Natural environment, social and human rights, geopolitical, global development and economy.
<b>Plans and policies</b>	<p>State planning policies, including Biodiversity and Conservation Policy, Coastal Policy, Housing Policy, Environmental Planning Policy</p> <p>State transport policies, including Future Transport 2056, Active Transport Strategy, Maritime Safety Plan 2026,</p> <p>State Infrastructure Strategy</p> <p>NSW Future Health Plan</p> <p>NSW SES Strategic Plan</p>	<p>UNESCO World Heritage criteria</p> <p>United Nations Sustainable Development Goals</p>

# Appendix 1: Developing the Plan

The framework for the workshop discussions was established by gathering and analysing feedback captured during engagement activities between 2010 and 2022. These engagement activities focused on a range of interests LHIB manages on behalf of the Island.

The feedback captured during these engagement activities was used to define what the community and visitors love about the Island, and the opportunities and challenges the community see for the Island over the next 10 years.

While these engagement activities focused on different matters, there was strong consistency in the themes of feedback provided by community members and stakeholders. These themes have guided the development of the Plan. In early 2024, LHIB conducted comprehensive community engagement to contribute to the draft Plan. This was to ensure

that ideas from previous community feedback were accurately captured and communicated and allowed the opportunity for understanding on what the community wanted.

The Plan was developed by collating community feedback received over the past 10 years, and finalised following community engagement activities in February 2024.

In February 2024 we conducted community workshops on various themes that were open to all residents on the Island. During these workshops, previous engagement outputs were utilized to identify themes and issues as discussion starters. Depending on attendance, discussions were held in small groups or as one large group. Participants were encouraged to share their thoughts on existing gaps, successful initiatives, and suggestions for the next decade.



Additionally, an online workshop was hosted to accommodate interested people not present on the Island. Submissions via verbal communication, email, social media comments, and staff workshops were accepted. Engagement also occurred with the primary school children and the senior citizens, providing paper surveys for those unable to access online platforms.

Feedback, ideas, and future plans were collated into one document. Large sheets containing these collated inputs were displayed at the community hall during the election of board members. Each participant was allotted 10 “votes” to assign to listed items based on their importance or priority.

Subsequently, the items were categorized into themes and used to formulate a community

survey known as the Community Strategic Plan Survey 2024. This survey served as a means to validate if we understood the community’s feedback.

The themes, objectives, and strategies in the Plan were then revised to reflect the combined results from past engagements and the early 2024 community input process.

## Appendix 2: Other community engagement used in creating the Plan

LHIB has delivered a range of community engagement projects and activities over the last 10 years, including:

- the Small Islands Forum in 2012
- a visitors survey in 2017
- a community survey in 2019
- arrival and departure surveys for Island Conservation Volunteer visitors in 2018 and 2019
- a children's survey in 2019
- community workshops on key themes in 2019
- a wastewater workshop in 2020
- Lord Howe Island community skills and knowledge survey in 2022
- a telecommunication survey in 2022









# Appendix 3: Delivering the Plan

The Plan explores and describes our community’s vision for the future of Lord Howe Island. As a vision, it describes an ideal outcome and provides objectives to achieve that outcome.

The Plan does not articulate a set route to achieve the vision. Instead, short-term plans and programs will explore each aspiration and set specific actions to reach each objective. This will provide some flexibility, over time, on how to achieve the vision.

## TIMELINE



Figure 2: Timeline of major milestones in the delivery of the Community Strategic Plan

The Plan puts together a detailed framework that combines legislative responsibilities, what the community wants, and larger government goals and LHIB responsibilities into a clear strategy. This strategy helps guide how things will be done and the plans for making it happen.

The introduction of a CSP will result in a shift in LHIB operations. A community need driven service delivery model will underpin the overarching vision of Lord Howe Island’s future while maintaining a strong focus on legislative requirements, a bridge between statutory mandates and community aspirations.

This strategic shift ensures that Board decisions and resource allocations are aligned with strategic priorities based on community needs and state priorities, fostering a more responsive and accountable local governance.



Figure 3: Integrated Planning Framework: Aligning Objectives, Strategies, and Actions

## EXAMPLE ACTION IMPLEMENTATION

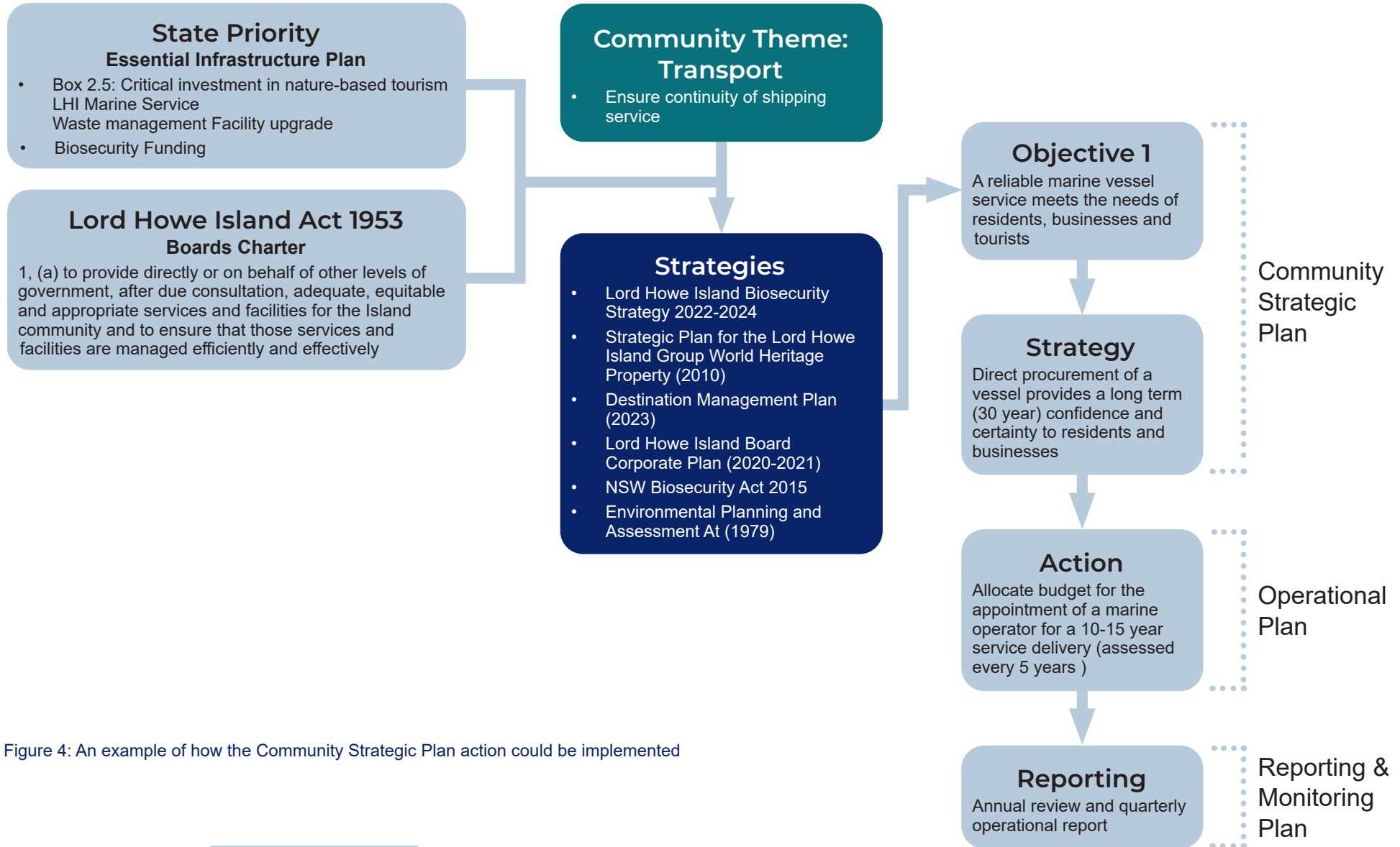


Figure 4: An example of how the Community Strategic Plan action could be implemented





