

Agenda

Lord Howe Island Board



Meeting	Board Meeting November 2024
Location	Lord Howe Island Community Hall
Date/Time	Tuesday 26 th November 3.30pm – In-Camera Session Tuesday 26 th November 4.30pm - Closed Session Wednesday 27 th November 9:00am to 10:30am – Open Session
Chairperson	Atticus Fleming AM , Deputy Secretary, National Parks and Wildlife Service
Board Members	Robert Jeremy , Deputy Chair, Elected Member Bruce Baird AM , Appointed Member (Tourism) Chris Bath , Appointed Member (Conservation) James Lonergan , Elected Member Matthew Retmock , Elected Member Therese Turner , Elected Member
Attendees (All)	Suzie Christensen , Chief Executive Officer
Attendees (Open Session Only)	Michael Chalmers , Senior Manager, Business and Corporate Services Bradley Josephs , Senior Manager, Infrastructure and Engineering Services Krissy Ward , Senior Manager, Environment Darcelle Matassoni – Senior Projects Officer Luke Phillips Page – Senior Project Officer CIP
Minutes	Sonali Chand , Executive Assistant

26th November Agenda Items – Closed Session

3:30pm	In-Camera Session		Board members only
4:30pm	1. CONFLICT OF INTEREST DECLARATIONS		Presenter: A Fleming
	2. WH&S AND RISK MANAGEMENT		
	2.1. WH&S and Risk Management Update	Note	Preparer: S Chambers-Skeggs
	Attachment A: WH&S and Public Risk - CAMMS FOCUS - Incident Summary Report November 2022- September 2024 - Closed		Presenter: S Christensen
	Attachment B: Draft Revised Risk Register August 2024 – Closed		
	3. FINANCE AND BUSINESS MANAGEMENT		
	3.1. Financial Report – October 2024	Note	Preparer: M Chalmers
	Attachment A: LHIB Financial report as at October 31st 2024 – Closed		Presenter: M. Chalmers
	3.2. 4.2 Birdon marine freight extension – update	Note	Preparer: S. Bartlett (APP)
	Attachment A: Meeting 01 – Agenda 02 October 2024 – Closed		Presenter: S Christensen / S. Bartlett
	Attachment B: Birdon Letter dated 30 September 2024 – LHI Provision of Shipping Services – Closed		
	4. Home Business Review	Note	Preparer: S Christensen Presenter: S Christensen

Agenda

Lord Howe Island Board



Meeting	Board Meeting November 2024		
	Attachment A: Draft Information Sheet – Home Businesses LHI – Closed		
	5. Board Meeting Dates 2025	Decide	Preparer: S Chand Presenter: S Christensen
5:30pm	Closed Session Concludes		
Wednesday 27 th November Agenda Items – Open Session			
9:00am	6. GOVERNANCE		
	6.1. Minutes of Previous Meeting – Notice of Adoption	Note	Preparer: S Chand Presenter: S Christensen
	Attachment A: Board Meeting Minutes August 2024 – Closed		
	Attachment B: Board Meeting Minutes October 2024 – Closed		
	6.2. Actions from Previous Meeting	Note	Preparer: S Chand Presenter: S Christensen
	Attachment A: Action sheet from previous Board meetings – Closed		
	7. STATUS AND COMPLIANCE REPORTING		
	7.1. Compliance and Status Report	Note	Preparer: L Shick, S Chand, S Powell, and D Birch Presenter: S Christensen
	Attachment A: Status of Public Accommodation Licence transfers – Closed		
	Attachment B: Review of Compliance with Residency Condition on Perpetual Leases – Closed		
	8. CHIEF EXECUTIVE OFFICER'S REPORT		
	Attachment A: Infrastructure & Engineering Services		
	Attachment B: Environment & Community Services		
	Attachment C: Projects		
	Attachment D: PMES Survey Results		
	Attachment E: PMES Survey Results 2024 – Closed		
	9. FINANCE AND BUSINESS MANAGEMENT		
	Verbal Update	Note	Preparer: M. Chalmers Presenter: M. Chalmers
	10. OPERATIONS AND SERVICES		
	10.1. Cattle Grid safety assessment	Decide	Preparer: B Josephs Presenter: S Christensen
	Attachment A: Business Paper – 14.04 – Decide – Review Correspondence from Fenton Esven SL2011.02 Cattle Grid and Fencing May 2023		
	Attachment B: Business Paper – 13.03 – Decide – SL2011.02 Cattle Grid – December 2023		
	Attachment C: Emails and Photos Received from Concerned Residents – Closed		

Agenda

Lord Howe Island Board



Meeting	Board Meeting November 2024		
	10.2. Critical Infrastructure Program Report Attachment A: CIP Status Update November Attachment B: LHI CIP – South Zone Marine Infrastructure Assessment		Presenter: O Senese Preparer: O Senese
	10.3. Efficiency and Effectiveness project update		Presenter: S Christensen Preparer: D Matassoni
	11. POLICY AND STRATEGY		
	11.1. Community Strategic Plan, Delivery Plan and Service Delivery Commitments Attachment A: Community Strategic Plan 2024- 2034 Attachment B: Delivery Plan Attachment C: Operations Plan Attachment D: Service Delivery Commitments	Note	Preparer: D Matassoni Presenter: S Christensen
	11.2. LEP Process Stage 2 Review	Note	Preparer: D Matassoni Presenter: S Christensen
	12. DEVELOPMENT APPLICATIONS		
	12.1. Development Application 2024.4.1 - Ralph – Notice of Out of Session	Decide	Preparer: S Christensen Presenter: S Christensen
	12.2. Development Contribution Plan Attachment A: Business Paper – 11.01 – DRAFT – Section 7.11 Development Contribution Plan 2024	Note	Preparer: M Stevens Presenter: S Christensen
	13. LEASING AND LAND ADMINISTRATION		
	13.1. Application for consent to transfer PL1954.02 from Annette Young to Annette Young and Cissy Young as Tenants in Common - Open	Decide	Preparer: L Shick Presenter: S Christensen
	BUSINESS ARISING FROM PREVIOUS MEETING		
	GENERAL BUSINESS AND QUESTIONS ON NOTICE		
10:30am	Morning tea		
12:30pm	Meeting Closed		
	NEXT MEETING: February 2025		

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Adoption of minutes of previous meeting.

Recommendations

1. **Endorse** the August and October 2024 Board meeting minutes.

Current position

Process for Distribution of Board Meeting Minutes

The Board updated the adopted process for distributing Board minutes at the March 2022 Board meeting as follows:

- Draft minutes will be produced within five working days of a Board meeting and distributed to Board members on the sixth working day, unless delayed for a valid reason agreed to between the Chief Executive Officer and the Chairperson.
- Board members are to return their endorsement, or otherwise, of minutes in writing no later than 10 working days after date of posting distribution.
- 10 working days after date of posting distribution, the Board will deem the minutes of the meeting to be endorsed, subject to any amendments which were received prior to that date and agreed for inclusion by the Chairperson.

Endorsement of Board Meeting Minutes

Minutes of the August 2024 and October 24 meeting were distributed to each Board member and were endorsed as per the above process.

A copy of the amended draft minutes is attached.

Attachments

Attachment	Title
A	Board Meeting Minutes – August 2024 – CLOSED
B	Board Meeting Minutes – October 2024 – CLOSED

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Sonali Chand	Executive Assistant

Board Meeting: November 2024	Agenda Number: 06.02	Record Number: ED24/7526
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LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Actions from previous meeting – status report

Recommendations

1. **Note** the information provided in this report.

Current position

A list of actions is prepared after each Board meeting to ensure that the Board’s resolutions are systematically carried out by staff. Those actions reported as complete are deleted from the Action List at the subsequent Board meeting.

A list of actions from decisions of previous meetings and progress against them is attached (Attachment A) for the Board’s information.

7 actions were completed since the August 2024. 8 actions from all past Board meetings are in progress. 1 action is on hold pending IT upgrade, the status of which is reported at 4.2. 2 actions are yet to commence, and these should be discussed by the Board with a view to removing them from the action list.

Attachments

Attachment	Title
A	Action sheet from previous Board meetings – CLOSED

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer

Preparer	Position
Sonali Chand	Executive Assistant

Board Meeting: November 2024	Agenda Number: 07.01	Record Number: ED24/7499
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LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Status and Compliance Reporting

Recommendations

1. **Note** the information contained in the Status Report for out of session matters, biosecurity update, owners’ consent and development applications approved under delegated authority, motor vehicle importation or transfer status, feedback, and complaints.

Current position

At the December 2023 meeting the Board adopted to receive routine compliance reporting and information as one consolidated report. The following matters are included:

Lord Howe Island Board	1
Business Paper	1
Item	1
Recommendations.....	1
Current position	1
1. Out of session Matters	2
1.1 Out of Session Matters - Open.....	2
1.2 Out of Session Matters – Closed	3
2. Biosecurity Update	3
3. Owner consent approved under delegated authority	4
4. Development Applications approved under delegated authority	4
5. Motor vehicle importation or transfer status.....	5
6. Public accommodation licence transfer applications	8
7. Review of compliance with residency condition of perpetual leases	8
8. Feedback and Complaints.....	9
Attachments	11

1. Out of session Matters

1.1 Out of Session Matters - Open

No.	Date	Application	Vote	Comment
August 2024				
1.	15 August 2024	1. Approve the importation of a private use boat trailer under exceptional circumstance for Emma Crombie.	Supported – CB, RJ, TT, AF, BB, MR Abstain – JL (conflict of interest)	
September 2024				
1.	4 September 2024	1. Approve the importation of a Hino Table Top Truck, Registration Number XO05UP commercial use vehicle under exceptional circumstance for Birdon Pty Ltd as a replacement for Hino Dutro Truck, Registration Number BM64FE. BM64FE must be removed from the island. 2. Retrospective approval for Birdon's other existing on island vehicles under exceptional circumstance – WIC338, VPN103, 79798D and BR88YE.	Supported: AF, RJ, TT, JL, BB, MR, CB	
2.	17 September 2024	1. Approve that the Administration invites family members identified in table 2 to submit an application for a Permissive occupancy over the areas previously associated with their family or business.	Supported: AF, RJ, TT, JL, BB, MR, CB	
October 2024				
Nil				
November 2024				
1.	14 November 2024	1. Approve the importation of a Toyota Rav 4, a private use vehicle under exceptional circumstance for Leanne Stewart as a replacement for the Estate of Esven Fenton's private use vehicle, Ssanyong Koranda, Registration Number EZZ014. EZZ014 must be removed from the island.	Supported: AF, RJ, TT, JL, BB, MR, CB	Noting that all the usual conditions of approval to import the vehicle will also be included in the approval letter.

1.2 Out of Session Matters – Closed

Nil

2. Biosecurity Update

Overview

Port Macquarie surveillance

Between the 31st of August 2024 and the 1st November 2024, contract biosecurity officers from Tate Animals carried out the following checks on vessels and aircraft prior to departure for Lord Howe from Port Macquarie.

Vessel or aircraft type and name	Number	Biosecurity matter present
Eastern Air Services and the	48	0
Island Trader	6	5

Biosecurity matter intercepted on cargo destined for LHI included organic matter, arachnids, Asian house geckos, earth worms, rodent sign and scat, unidentified bugs, and barnacles. 3 rats were caught in kill traps within the surveillance network during this period.

Lord Howe Island points of entry

Between the 31st of August 2024 and the 1st November 2024, biosecurity officers carried out the following checks on vessels and aircraft that visited or supplied Lord Howe Island.

Vessel or aircraft type and name	Number	Biosecurity matter present
Qantaslink	116	None
Eastern Air Services	125	None
Private aircraft	14	None
Island Trader	6	5 of 6 (captured and destroyed)
Private yachts	5	None
Total number of checks for the period	266	5

Island wide surveillance

During this four-month period, 2750 surveillance checks were carried out of fixed surveillance hardware located across the island. This included the capturing and analysis of 31940 images from the island wide network of cameras. These are auto analysed by an online AI programme which filters out the non-target images leaving a targeted number of images to be analysed by the biosecurity team. This ongoing system is currently under review with the aim to improve and upgrade the network into a more robust surveillance system.

Avian Flu

As there is currently an increased risk to Australia from the arrival of the High Pathogenicity Avian Influenza (HPAI) strain via migratory avian pathways; a Lord Howe Island Board (HPAI) risk mitigation plan has been drafted and will be finalised in November.

The Environment team, NSW Marine Parks and island specialists including the Island Vet, Courtney Turner and Debs Thompson; are working closely with the National Parks and Wildlife Service, DCCEEAW, DPIRD and the NSW LLS and is a contributor to the NPWS HPAI preparedness programme.

To date, two householders have been issued to the community to raise awareness of the disease and to increase vigilance island wide.

3. Owner consent approved under delegated authority

The Minister for the Environment has approved delegated authority regarding the issuing of owner consents by the CEO providing:

1. The development value is not more than \$2 million.
2. The proposal does not relate to the subdivision of land or the creation of a new residential dwelling, and
3. The proposal complies with any planning instrument in force relating to the Island.

The following owner consent applications complied with the above requirements and have been determined by the CEO since the August 2024 Board meeting:

OC	Applicant	Site	Proposal	Zone	Decision
OC2020.7.1	Diane Owens	Lot 2 DP1261010	Conversion of Infrastructure Building to Residential Dwelling	Zone 2 Settlement	Refused - 02/10/2024
OC2023.3.1	Fletcher Owens	Lot 2 DP1261010	Installation of irrigation pipework for existing wastewater system	Zone 2 Settlement, Unzoned Land & Zone 7 Environmental Protection	Approved – 16/09/2024
OC2019.07	Diane Owens on behalf of Narelle Thompson	Lot 208	Erection of a tourist accommodation unit associated with a transfer of 2 x tourist bed licences, and installation of a shared wastewater system for the proposed tourist accommodation and existing dwelling and packing shed	Zone 2 Settlement	Refused – 27/10/2024

4. Development Applications approved under delegated authority

The Minister for the Environment, under section 80(1) of the *Environmental Planning & Assessment Act 1979*, issued authority to the CEO to determine development applications providing:

1. The development value is not more than \$150,000.
2. No more than 3 written objections are received within the exhibition period; and

3. The application has not been called up for full Board determination by any Board Member. (All Lord Howe Island Board development applications are to be determined by the full Board).

The following developments applications complied with the above requirements and have been determined by the CEO since the August 2024 Board meeting:

DA	Applicant	Site	Proposal	Zone	Decision
MDC2019.03 (DA2018.11)	Stephen Sia & Janet Take	Lot 361	Amendments to incorporate two bedrooms, communal kitchen and living area to approved single bed detached staff accommodation and associated works	Zone 2 Settlement	Refused – 08/10/2024
DA2020.10.1	Diane Owens	Lot 2 DP1261010	Conversion of Infrastructure Building to Residential Dwelling	Zone 2 Settlement	Refused 02/10/2024
DA2023.3.1	Fletcher Owens	Lot 2 DP1261010	Installation of irrigation pipework for existing wastewater system	Zone 2 Settlement, Unzoned Land & Zone 7 Environmental Protection	Approved – 16/09/2024 subject to 8 conditions
DA2019.13	Diane Owens on behalf of Narelle Thompson	Lot 208	Erection of a tourist accommodation unit associated with a transfer of 2 x tourist bed licences, and installation of a shared wastewater system for the proposed tourist accommodation and existing dwelling and packing shed	Zone 2 Settlement	Refused – 27/10/2024

Note that three applications above for both owner consent and development were outstanding matters since 2018, 2019 and 2020 and have now been finalised.

5. Motor vehicle importation or transfer status

Since the last full Board meeting, twenty (20) vehicle applications to import or transfer were determined by the Chief Executive Officer under the 'Vehicle Importation, Transfer and Use Policy'.

The table below shows the vehicle applications determined since the August 2024 Board meeting.

Applicant	Vehicle Type	Preferred Vehicle	Use	Variation to Applicant	Comment
Emma Crombie	Boat Trailer	N	Private	1	Approved 15/08/2024 – OOS by full Board under exceptional circumstance
Scott Matthews	Boat Trailer	N	Private	1	Approved 18/08/2024
Rod Oxley	Trailer	N	Private	1	Approved 18/08/2024
Gary Payten	Mitsubishi Triton Ute	N	Private	0	Approved 18/08/2024 – Replacement-Transferred from Beachcomber
Gary Payten	Nissan Nivara Ute	N	Commercial	0	Approved 18/08/2024- Replacement
NSW State Emergency Services	Emergency Response Trailer	N	Essential	0	Approved 22/08/2024 - Replacement
Birdon P/L	Hino Truck	N	Commercial	0	Approved 04/09/2024 - OOS - Replacement
Birdon P/L	Toyota Truck	N	Commercial	0	Restrospective approval 04/09/2024 OOS
Birdon P/L	Toyota Truck	N	Commercial	0	Restrospective approval 04/09/2024 OOS
Birdon P/L	Manitou Forklift	N	Commercial	0	Restrospective approval 04/09/2024 OOS
Birdon P/L	Isuzu Truck	N	Commercial	0	Restrospective approval 04/09/2024 OOS
Capella Pty Ltd	Toyota Hilux Ute	N	Commercial	0	Approved 11/09/2024 - Replacement
Ginny Retmock	Mitsubishi Outlander	N	Private	0	Approved 11/09/2024 – Transferred from commercial to private use vehicle
Bradley Wilson	Boat Trailer	N	Commercial	1	Approved 16/09/2024
Cameron Kirkpatrick and Jessica Owens	Electric Mitsubishi Minicab van	Y	Private	1	Approved 24/09/2024 - Replacement
Lord Howe Island Board	Manitou Telehandler	N	Essential	0	Approved 30/09/2024 – Replacement
Dorothea Wilson	Mitsubishi Triton Ute	N	Private	0	Approved 30/09/2024 - Replacement
Erin Mayo	Oceanic Boat Trailer	N	Private	1	Approved 01/10/2024 – Transferred from Keith Galloway
Aaron Carpenter	Ford Ranger Ute	N	Private	1	Approved 08/10/2024
Miss Saigon LHI	Kia Carnival People Mover	N	Commercial	1	Approved 25/10/2024

NOTE: Variation column relates to the applicant and not the increase of vehicles to the island.

As at 05/11/2024

Classification of approval

Registered Road Vehicles						
Essential	Commercial	Private	Hire	Plant & Equipment	Imported without approval	Total
37	126	188	8	24	51	434

Type of vehicle

Registered Road Vehicles						
Car/Utility	Bus	Motorcycle / Scooter	Truck	Plant & Equipment	Trailers	Total
192	34	35	15	42	116	434

At the June 2016 meeting it was requested that future reports include trends in vehicles imported without approval and clarification that these are vehicles which pre-date the Board approval and monitoring process. There remains a total of 47 vehicles imported without approval prior to the current policy:

- 42 vehicles were imported without approval prior to and in 2014. The majority of these vehicles were trailers.
- 1 vehicle, a boat trailer, was imported without approval in 2015.
- 2 vehicles, both boat trailers, were imported without approval in 2016.
- 1 vehicle, a mower was imported without approval in 2019.
- 1 vehicle, a mobility scooter imported without approval in 2023 (unclear if this is for hire purposes)
- 3 vehicles have been replaced and are awaiting removal.

The following table shows further differentiation in the vehicle statistics to identify the types of vehicles that have been imported without written approval.

Vehicles Imported Without Approval – By Type						
Car/Utility	Bus	Motorcycle / Scooter	Truck	Plant & Equipment	Trailers	Total
4	0	5	1	4	33	47

Compliance audit

In February 2023, the CEO requested that an audit of the vehicle register be undertaken to investigate any outstanding compliance issues.

There is a total of 31 vehicles awaiting removal.

Vehicles due for removal – By Type						
Car/Utility	Bus	Motorcycle / Scooter	Truck	Plant & Equipment	Trailers	Total
12	0	9	2	3	4	30

A number of other compliance issues were identified:

- Owners – deceased;
- Owners - left island;
- Owners - moved premises;
- Others – such as non-removal of bull bar.

The Board has five (5) vehicles due for removal which are included in the above total, being three (2) truck, three (3) plant & equipment.

A plan has been developed, in consultation with Birdon, for the systematic removal of the Board vehicles mentioned above, along with vehicles which are no longer registered and awaiting disposal.

Once the remaining five (5) vehicles have been removed by LHIB, the broader community compliance process will commence:

- A householder will be issued to the community reminding vehicle owners of their obligations.
- Compliance letters will be issued to the vehicle owners in breach of their conditions of approval.

Process improvements are in development and will be implemented to ensure stronger compliance with the Vehicle Importation, Transfer and Use Policy in the future.

6. Public accommodation licence transfer applications

The Board Members requested that management provide a quarterly report on the status of each of the public accommodation licence transfer applications, including an update on the decommissioning of accommodation units where relevant.

That report is found at Attachment A.

7. Review of compliance with residency condition of perpetual leases

In response to the Handley Review, a review of residency status of all lessees was undertaken in late 2017 by the administration with advice from local Board members. This section provides an update on the status of the residency on lease investigations.

The policing of residency on lease requires the Board to prove that a resident is not residing on their lease. This makes investigations into residency status resource intensive and challenging.

The Board administration seeks to investigate all potential non-compliance with lease matters. Investigations into non-compliance are prioritised according to the degree of non-compliance and the time the matter has been ongoing.

There are currently six (6) investigations underway. A detailed overview of each matter is listed at Attachment B.

Actions undertaken since the May 2024 meeting: -

One (1) compliance matter has been resolved.
 One (1) compliance matter is on hold until the audit procedure is formalised.
 Two (2) compliance matters require direction from the Board as to next steps.
 Two (2) compliance matters are near completion, awaiting lodgement of Form 6 by applicants.
 One (1) compliance matter is awaiting further information that has been requested.

The Board’s resolution from the September 2022 stated: -

Action: Management bring a substantive plan to resolve each of the residency compliance matters to the next board meeting. Matters are to be prioritised and decision made on what action is to be taken.

Substantive Plan at Attachment B details the prioritisation of investigations with suggested next steps.

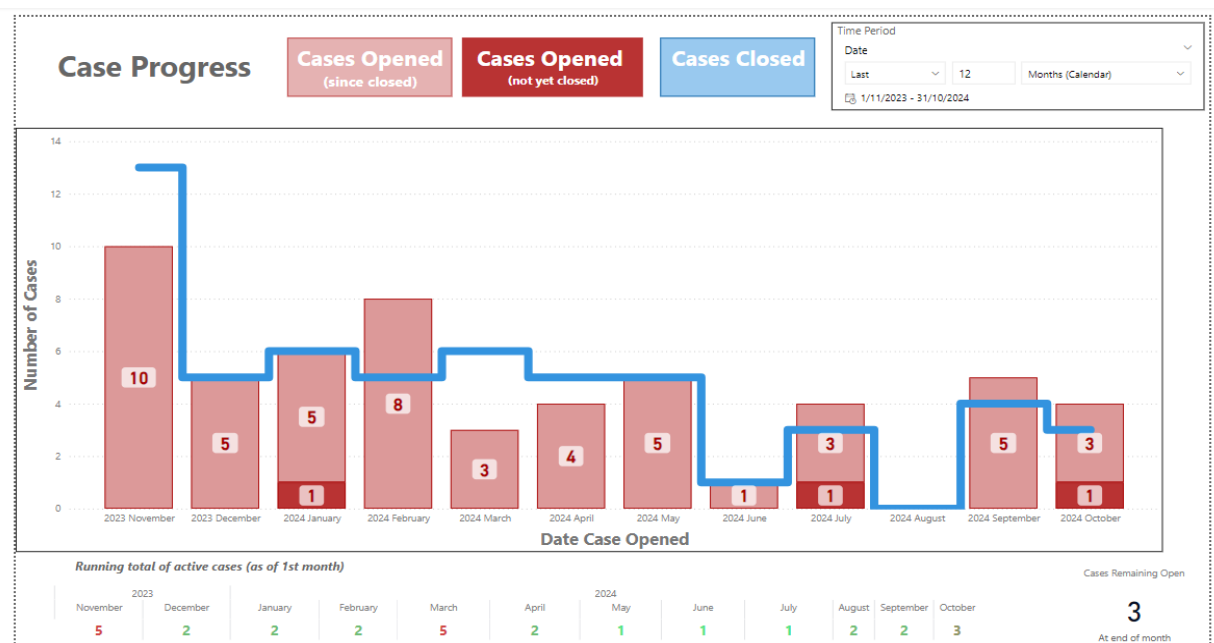
In June 2024, the Elected Board Members requested that the Administration provide details on the process applied where a leaseholder is assigned to the bi-annual compliance report and what evidence is gathered during this process.

A business paper outlining the audit procedure has been tabled for the November 2024 Board Meeting.

8. Feedback and Complaints

Total Number of Complaints opened and closed between November 2023 – October 2024

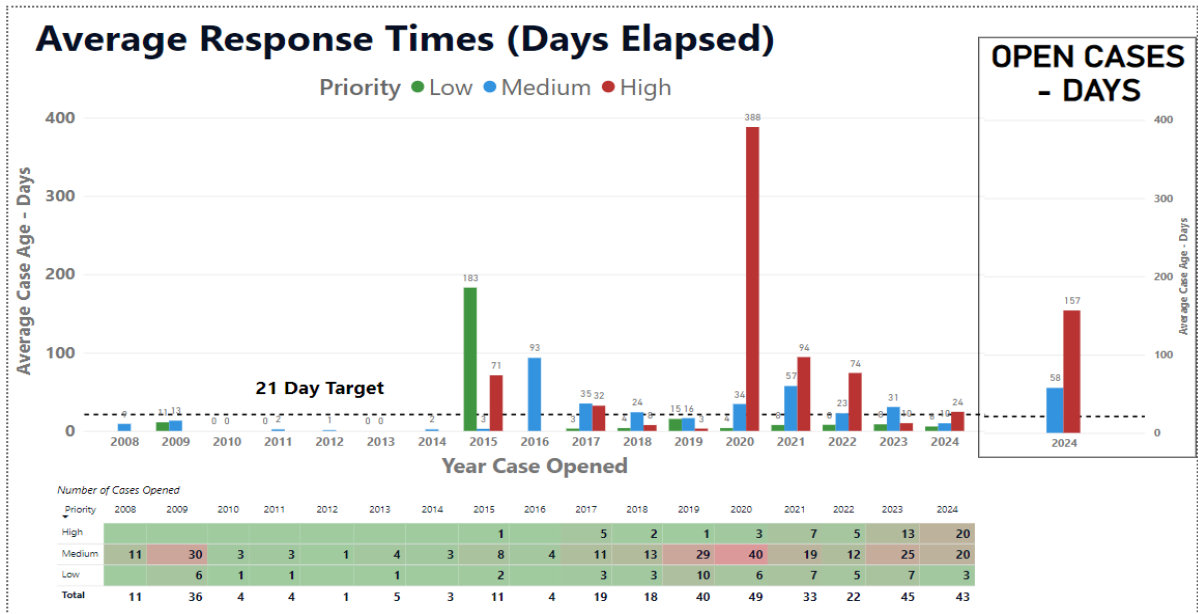
The three cases remaining open are from January, July, and October.



Case Duration

The average number of days to close a case has decreased since a peak in 2020. Most notably, for high priority cases average case duration has decreased significantly since 2020

and has remained on or below the 21-day closure threshold for the past two years. There is a slight increase in time to respond to cases compared to 2023, possibly due to higher caseload (45 cases total for 2023 vs to 43 for 2024 so far).



Root Cause Analysis

The below word cloud shows complaint topics to date (the more complaints the bigger the word).



Attachments

Attachment	Title
A	Status of Public Accommodation Licence transfers – Closed
B	Review of Compliance with Residency Condition on Perpetual Leases – Closed

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Lynda Shick	Land & Property Officer
Sophie Powell	GIS Officer
Sonali Chand	Executive Assistant
Darryl Birch	Biosecurity Team Leader

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Chief Executive Officer's report 15/08/24– 15/11/24

Recommendations

1. **Note** the Chief Executive Officer's report including attachments

Current position

Progress continues on the Critical Infrastructure Program (Business paper 10.02) with ongoing site investigations and planning determining the proposed Southern site for a new marine freight facility is not viable. Focus has shifted to the North, and community consultation will occur shortly after the Board meeting on concept plans for a replacement vessel, upgraded Northern Marine Freight facility, upgraded Waste Management Facility and master plan.

The Regular Public Transport (RPT) licence for the Sydney to Lord Howe Island has been awarded by Transport for NSW (TNSW) to Skytrans, following a transition from Qantas in 2025. The wet lease code share arrangement should ensure the Island continues to have access to a reliable service. An information session held in the Public Hall with Senior Executives of Qantas, Skytrans and TNSW was well attended by the community. Transition planning has commenced, and regular meetings are scheduled with Qantas, Skytrans and LHIB. Ongoing dialogue with the community will inform the process.

The Board's Annual Report, including Annual Financial Statements for FY24 was submitted to the Minister on 31st October. The report will be released and published on the website following its tabling in Parliament.

As part of the final stages of the Machinery of Government (MOG) changes, DCCEEW has established a new Audit and Risk Committee that will serve all DCCEEW agencies, including LHIB. A presentation was made to the new committee as part their onboarding, and the first of what will be regular quarterly meetings will occur on the 4th December.

The final Community Strategic Plan is included within papers for adoption. The high-level document is representative of the aspirations and needs of the LHI community, to be delivered by multiple partners. The draft LHIB Delivery Plan further define activities LHIB is responsible for and the Service Delivery Commitments that we will be accountable for and report against (Business paper 11.01).

The Environment Unit has been busy this period (Attachment B), with the conduct of a successful Heliops operation to access remote blocks in the PPP. The helicopter was optimised during the program to also transport track construction materials and equipment from the mountains and other difficult to access areas.

Unfortunately, the newly installed repeater that was providing telecommunications access to the far side of Mt Gower and other remote blocks was vandalised just before the helicopter operations commenced. The repeater had improved the safety of Board employees and contractors, and visitors and their guides. As the community had been advised, Karera are on Island at the time of writing and will repair the repeater. It will then be re-installed in a different location that will be less visible. Guides will be invited to assist. A police report has been made and our insurers advised.

The risk assessment requested by the Board on the safety of the Mt Gower track was completed, based on each Ecopass holders' individual assessments. Following further consultation with current and potential pass holders, the risk assessment and proposed mitigations have been referred to NPWS experts for an independent peer review, along with the track grade assessment. Current Ecopasses will be renewed for the season without changes to guiding ratios. An environmental impact and risk assessment in relation to access to unmarked tracks will be undertaken, particularly with respect to the risk of further spread of phytophthora.

A Conservation Celebration event was held recently, marking many decades of environmental stewardship of the Island by the community, aided by volunteers, scientists and the Board. Photographic displays were appreciated, with variable attendance to the presentations. The 'drop in' format worked well, though attendance diminished by the final sessions planned to commence discussions about the revision of both the Biosecurity Strategy and Biodiversity Management plan. Much appreciation is extended to those who did attend. The team will explore other engagement mechanisms over the coming months that facilitate community input.

The Island's Airstrip 50th anniversary was very well attended by locals and the original defence personnel that had built it and their families. The celebrations provided an opportunity to honour the legacy and historical importance of the airport to the community and the island's connectivity.

Detailed design for the required maintenance and replacement of fenders commenced in October 2024 and is expected to conclude by the end of November. The road project is also continuing, with a slight delay due to more martial being required during installation of root guards than anticipated (see attachment A IES Report).

A small landslip occurred behind the Ned's Beach shed following recent heavy rain, with a risk that an overhanging remaining shelf may also slip. The area has been temporarily cordoned off, and the team are working with the affected business owner and visitor centre regarding impacts to use of the area. A geotechnical assessment will be made as quickly as it can be organised to finalise a plan to make the area safe. NPWS expertise and procedural guidance is also being accessed.

Our new Manager Environment Manager Krissy Ward commenced on 11th November, bringing a wealth of operational experience. The development assessment function previously overseen by the role is being transitioned to new arrangements with a mainland council, which will be communicated as details are bedded down. A transition plan will be in place before any changes are implemented.

Wes Holden joined the team as Team Leader Assets, also bringing a wealth of practical skills and knowledge. At the time of writing, all leadership positions are filled - for the first time in many months. Recruitment continues for some team member roles, with accommodation challenges continuing to make recruitment challenging.

The annual employee engagement survey results have been received (attachment x, and y), indicating good improvement on last year's results in some areas, and high scores for job satisfaction and ethics and values. Further work is required across other areas and an action plan will be developed with the team in the next period.

Attachments

Attachment	Title
A	Infrastructure and Engineering Services
B	Environment and Community Services
C	Projects
D	PMES Survey Results
E	PMES Survey Results 2024

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Suzie Christensen	Chief Executive Officer

CEO BOARD REPORT

INFRASTRUCTURE AND ENGINEERING SERVICES

OPEN SESSION

Item

Core Service Streams

1. Aerodrome Operations
2. Electricity Generation and Distribution Operations
3. IES public operations and assets

Major Projects, Major Maintenance Items and Procurements

4. Jetty Maintenance
5. Roads Project

Summary of Activities and Issues

Aerodrome Operations

In early September, bunting was deployed along the Blinky Dune area in preparation for the arrival of Sooty Terns. This proactive measure helps protect the nesting grounds from human disturbance and ensures the birds can safely breed.

The Lord Howe Island Airport celebrated its 50th anniversary on the 10th, 11th, and 12th of September 2024. This significant milestone was marked with events involving veterans and their families who contributed to the airport's establishment. The celebrations were well-received and provided an opportunity to honour the legacy and historical importance of the airport to the community and the island's connectivity.

From the 15th to the 19th of September 2024, Fulton Hogan carried out essential maintenance work to remark the runway and taxiway markings. This work was scheduled to ensure compliance with regulatory standards and to enhance the safety and visibility of airside operations.

On the 28th of October 2024, Skytrans representatives visited the island as part of their preparation to become a future license holder for air services.

The Civil Aviation Safety Authority (CASA) had initially scheduled a surveillance event for October/November 2024. However, due to unforeseen circumstances, CASA has postponed this surveillance activity until March 2025.

Electricity Generation and Distribution Operations

The total energy demand for this reporting period was 576000kWh with diesel generation totalling 183700kWh and solar generation totalling 392400kWh (approx. 66% solar). Fuel consumption for the reporting period was 49350 litres which is a difference of 15600 litres for the same reporting period last year. Fuel energy efficiency for the reporting period was 11.67 kWh/L.

During the reporting period there were 5 days of full solar generation.

There are currently 298 customers connected to the electrical supply system. There were 1 unplanned customer supply interruptions to the distribution system during the period. There was no planned customer supply interruption to the distribution system during the period.

The island wide outage in September was caused by the failure of the engine control batteries for the engine control board. The batteries have since been replaced and the system is back to normal.

Procurement of the new southern standby generator has been completed.

Powerhouse Transformer No.12 which was sent back to the mainland for repair after the outage and subsequent fire in June has been completed and returned to the island. We are awaiting the completion of new HV transformer cables from ABB which will enable the Powerhouse infrastructure to be back to full capacity once again.

Repairs to Substation No.12 Powerhouse South have been completed, consisting of paint and structure repairs, earthing cable replacement, LV busbar replacement cleaning and removal of debris and transformer oil after the fire in June.

IES operations and assets

The Telehandler is scheduled for replacement to improve reliability and reduce maintenance costs. Specifications for a new model have been finalized tender completed and scheduled to arrive in December. The existing unit will be prepared for disposal once the replacement is secured. In addition, several outdated vehicles and equipment are being prepared for disposal.

An external contractor was procured to cover mechanical works whilst the plant operator was on parental leave. The contractor will be returning to the island in the New Year to assist the Plant Officer in dismantling plant, and conduct a comprehensive overhaul of key plant and equipment, such as excavators and loaders, to extend their operational life, improve safety, and reduce downtime.

Recruitment is in progress for additional field officers and selected officers will enhance operational efficiency across all departments.

A GIS-based road segmentation model is being developed to streamline asset management and maintenance for the road network, allowing more precise tracking of road conditions and informed prioritization of repairs.

Hazardous trees on Crown land are being assessed and removed by a qualified arborist to address public safety risks, particularly near high-traffic areas and critical infrastructure.

The Infrastructure and Engineering Services (IES) team has continued to focus on maintaining grounds, supporting waste management and liquor deliveries, and conducting road, airport, garden, and picnic area upkeep. Patrick Reed stepped up as acting Field Supervisor during September and October, covering for the regular supervisor's planned leave. The IES team has also responded to additional work requests, monitored algae growth on the jetty stairs and boat ramp for public safety, removed tagged trees along Anderson/Middle Beach Road and near the Murrays' residence, and recently reinstated the pontoon in November.

Jetty Maintenance

LHIB engaged Worley Consulting to develop a detailed design for the required maintenance and replacement of fenders. Design work commenced in October 2024 and is expected to conclude by the end of November.

NSWPW has prepared tender documentation and established a preliminary tender panel, drawing from tenderers who participated in Phase 01. Once the design phase is complete, a revised program will be developed. The current plan involves issuing tenders in mid-November, with submissions closing before the Christmas shutdown. Evaluation and recommendations are scheduled for January 2025.

The estimated project expenditure remains on track at approximately \$900,000, with no resource or budgetary issues reported to date.

Roads Project

Minor design adjustments have been finalized to enhance the road's resilience by incorporating a site-specific drainage solution. This includes underground drainage pipes, associated pits, drains, and rock headwalls, which will channel water beneath the road without compromising its structural integrity. However, following a review, All Island Services (AIS) has recommended an alternative approach. This involves redirecting water flow into strategically placed natural earth drains, allowing it to disperse into the surrounding bushland. This alternative method eliminates the need for underground drainage, which presents a significant risk given the existing high-voltage (HV) power lines running along the road's centreline. The depth of the HV infrastructure could interfere with the underground drainage installation, making this natural drainage approach a safer and more efficient solution.

Subbase mix ratios have been confirmed through geotechnical testing to ensure the road's stability. The approved mix consists of a 10% Dense Graded Base (DGB) with existing subbase materials, combined with a 1.5% cement mix to achieve the required compressive strength (MPA).

Negotiations with Pacific Blue Metal (PBM) for material supply remain on track. With the minor design adjustments, procurement is underway for additional materials, including drainage pits, pipes, and rock to accommodate the updated plan. An additional 110 tons of DGB20 has been secured from PBM, scheduled for phased delivery in November and December, subject to transportation availability by Birdon.

On-site construction commenced on September 16th. Significant progress has been made with the installation of root guards along the route from the Powerhouse to Middle Beach Road, with 95% of this work completed by late October. To comply with NSW Public Works standards, the team has revised and resubmitted Work Health & Safety (WHS) and Environmental Management Plans, which have now been approved after incorporating the required adjustments.

During the root guard installation, excess DGB20 was utilized for backfilling, leading to an increased demand for additional material. As a result, there may be a slight delay while awaiting the next shipment of DGB20 to the island.

Moving forward, road construction will progress between Middle Beach Road and the Powerhouse. However, approximately 50 meters of the planned route are currently obstructed by a large Banyan tree encroaching onto the road, which poses a safety hazard for heavy

vehicles and equipment. Efforts are underway to coordinate the trimming of this tree to ensure safe access and continuation of the project.

Planned Activities for the Next Period:

- Continued construction and roadworks
- Coordination and execution of Banyan tree trimming to clear road access.
- Delivery and incorporation of additional DGB20 materials
- Final confirmation and implementation of the alternative natural drainage solution

Attachments

Attachment	Title
Nil	

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Bradley Josephs	Manager Infrastructure & Engineering Services

CEO BOARD REPORT

ENVIRONMENT UNIT

OPEN SESSION

Item

This report is a brief summary of ECS activities and issues covering the period August 2024 to November 2024.

Core Service Streams

1. Biodiversity Management
2. Biosecurity
3. Weed Management
4. Threatened Plants
5. Marine Management / Moorings
6. Spatial and data

Summary of Activities and Issues

Summary of Activities and Issues

1. Biodiversity Management

Operations

Walking Track Audit

The annual audit of the walking track network has commenced with the help of a newly developed phone application. The new app will help not only to document the current condition of all walking tracks and associated signs and structures (including photos), but it will also help to log the work the needs to be or has been completed throughout the year and ensure tracks are revisited at the most appropriate dates and within adequate timeframes.

An independent audit of the pins and ropes along our walking tracks is planned to occur in May 2025.

Phytophthora testing

A second round of delimiting surveys were undertaken by the Plantclinic/ Botanic Gardens of Sydney between the 15th and 20th September to further understand the extent of the spread of *Phytophthora* species on the Island following on from the April visit and June sampling trips.

91 samples were taken from around the island footpath network and from around areas of known vegetation dieback in the PPP. The sampling strategy for these surveys was designed and focussed on determining the extent of spread beyond the current limit of detection. These samples are currently being analysed with the results likely to be published by December.

The results and recommendations from these and historical surveys will inform future management actions via a *Phytophthora* management plan to limit the spread of this pathogen.

The LHIB continue to implement recommendations provided by the PlantClinic team, including increased hygiene protocols to prevent further spread of the pathogen into the PPP. A task specific standard operating procedure has been developed by the weed eradication team and the biosecurity team, both identified as potentially being primary vectors, to greatly limit the spread of the pathogen into the PPP.

PlantClinic staff were also be engaged to provide a public information session and a session with the LHIB whilst they are on-Island, to aid community understanding of the threats associated with this pathogen, and strategies to minimise its spread.

Planning and Strategic

Dog Importation and Management Policy Review

The Dog Importation and Management Policy was recently reviewed by The LHIB Environment and Community Services Unit in consultation with relevant NSW state government agencies. Feedback received from the community since the last review was also considered.

The draft revised policy went on public exhibition from 2 – 29 May 2024. Two community information sessions were held within that period to provide an opportunity to access additional information about the draft policy and answer questions from residents.

There was a total of 23 submissions received during the public exhibition period; 16 respondents used the online form and 9 provided feedback via email. 12 submissions were from current dog owners and 13 were from non-dog owners so a good mix of opinions were provided. The submissions covered a broad range of issues and policy sections, but most were heavily focused on dog management areas.

Feedback was collated and a final draft is now complete. A minor change to the Lord Howe Island Regulation will need to be made to support changes to the desexing requirements before the draft policy can be presented to the Board for adoption.

Resourcing and recruitment

- Following a comparative recruitment process for field officers at the LHIB, the World Heritage Team will be looking to fill 1 full-time position.
- The ranger position is currently advertised externally, and a comparative assessment will be run to fill the position in an ongoing full-time capacity.

2. Biosecurity

Operations

Overview

There has been a considerable increase in the amount of air traffic and air freight to the island as the island moves through spring to summer. This is a constant challenge for the team which operates seven days a week often with only one or two officers rostered on.

All of the biosecurity team have been working through their Authorised Officer training modules to remain current with State biosecurity legislation and best practice.

The team also attended and completed the TacMed and Chemcert training courses to bring all their training up to date.

The standard operating procedure (SOP) for the biosecurity detection dog (BDD) health and welfare have been finalised following the upgrades to the temporary kennel facility within the enviro shed.

The SOP for ship checks using the BDD's has been reviewed and updated and will be finalised this month.

Darryl attended the 3rd Australian Biosecurity Symposium on the Gold Coast between the 27th and 29th August. This was a great opportunity to develop networks with colleagues within the industry and to share ideas about the biosecurity challenges facing Lord Howe. Using links from the symposium, the biosec and other enviro teams have had seminars on the eradication of yellow crazy ants, fruit flies and varoa mite.

Port Macquarie surveillance

Between the 31st August 2024 and the 1st November 2024, contract biosecurity officers from Tate Animals carried out the following checks on vessels and aircraft prior to departure for Lord Howe from Port Macquarie.

Vessel or aircraft type and name	Number	Biosecurity matter present
Eastern Air Services and the	48	0
Island Trader	6	5

Biosecurity matter intercepted on cargo destined for LHI included organic matter, arachnids, Asian house geckos, earth worms, rodent sign and scat, unidentified bugs and barnacles. 3 rats were caught in kill traps within the surveillance network during this period.

Lord Howe Island points of entry

Between the 31st August 2024 and the 1st November 2024, biosecurity officers carried out the following checks on vessels and aircraft that visited or supplied Lord Howe Island.

Vessel or aircraft type and name	Number	Biosecurity matter present
Qantaslink	116	None
Eastern Air Services	125	None
Private aircraft	14	None
Island Trader	6	5 of 6 (captured and destroyed)
Private yachts	5	None
Total number of checks for the period	266	5

Biosecurity matter intercepted on cargo destined for LHI included organic matter, arachnids, Asian house geckos, earth worms, rodent sign and scat, unidentified bugs and barnacles. 3 rats were caught in kill traps within the surveillance network during this period.

Island wide surveillance

During this four-month period, 2750 surveillance checks were carried out of fixed surveillance hardware located across the island. This included the capturing and analysis of 31940 images from the island wide network of cameras. These are auto analysed by an online AI programme which filters out the non-target images leaving a targeted number of images to be analysed by the biosecurity team. This ongoing system is currently under review with the aim to improve and upgrade the network into a more robust surveillance system.

Avian Flu

As there is currently an increased risk to Australia from the arrival of the High Pathogenicity Avian Influenza (HPAI) strain via migratory avian pathways; a Lord Howe Island Board (HPAI) risk mitigation plan has been drafted and will be finalised in November.

The Environment team, NSW Marine Parks and island specialists including the Island Vet, Courtney Turner and Deb Thompson; are working closely with the National Parks and Wildlife Service, DCCEEAW, DPIRD and the NSW LLS and is a contributor to the NPWS HPAI preparedness programme.

To date, two householders have been issued to the community to raise awareness of the disease and to increase vigilance island wide.

3. Weed Management

Operations

Helicopter Operations

The first of two helicopter winch operations planned for the 2024/2025 summer season is near completion. The helicopter arrived on Island on 27 October and is scheduled to depart on 17 November. Weather conditions throughout the operational period have been variable, causing an increase in non-operational days from previous operations, however 20 ha and 9 full operational days were achieved in very difficult to access blocks.

The helicopter was also utilised to retrieve and deposit gear across the southern mountains. The second helicopter winch operation is scheduled to occur between 2 February and 2 March 2025, to continue search and control efforts in remote weed management blocks.

These operations are jointly funded by the NSW Government Saving our Species program, Australian Government Saving Native Species Program and North Coast Local Land Services.

Resourcing and recruitment

Recruitment

- Jae De Clouett returned to the Field Supervisor Bush Regeneration & Weed Eradication on September 5 after a period of leave from mid-June.

Contract Work

Three contract teams were engaged between August and November to complete priority bush regeneration work:

- Bushland Restoration Services – September/October

- Northern Rivers Ecological – October/November
- David Connor – October/November

These teams completed a total of 135 person days. Contract labour is essential to meet project targets and supplement shortages of on-island labour.

4. Threatened plants

Operations

Threatened plant recovery actions continue to be implemented according to the LHI Saving our Species (SoS) program; now running a five-year contract period, with funding availability subject to yearly reporting. The next round of threatened species monitoring under SoS is due to occur in September.

SoS teams visited the Island in early November to undertake threatened plant surveys and genetic collection, with over 80 genetic samples collected. Data summaries will be available from these surveys in the coming weeks.

5. Marine management and moorings

Operations

Sea Marine and Diving Services (SMADS) conducted a thorough assessment of our moorings in October. The annual work ensures that every component of the mooring apparatus is inspected and replaced if needed. Various components were replaced and the team recommended that 12 out of 16 of our moorings should be completely replaced within the year. A tender process will need to be run to complete this major work.

There were 15 mooring bookings between August and November, with the majority of bookings in November (11 bookings), which is in line with previous years.

Training

Recent advice from SafeWork NSW has meant that it is no longer viable to maintain a dive team at the LHIB that complies with the legislated qualifications. This work will be contracted to a commercial diving team on a more regular basis to conduct visual mooring inspections and minor works on all our moorings in between our annual assessments.

6. Spatial and data management

Operations

The focus has been on developing new data collection apps, supporting LHIB projects, and making LHIB data more accessible. Work includes:

Planning:

- Finalising allocation of street addresses.
- Creating a web map to improve accessibility of spatial planning information & streamline internal planning processes.
- Making LHI Spatial Planning Layers publicly available online via LHI Website.
- Working with Spatial NSW to publish 2023 Imagery & Terrain information.

Biosecurity

- New dashboard for Biosecurity Contractors in Port Macquarie to better understand risk profiles in PMQ.

Phytophthora

- Collation of information to determine LHI-specific risk factors for spread.
- Mapping known extent and risk factors to inform planning & management (susceptible species, water courses, walking tracks).

IES

- Digitising roads assets & electrical network.
- Mapping firefighting capacity & possible improvements across LHI.
- Developed new app to manage road infrastructure.
- Liaison with the DCCEEW/ Manly Hydraulics Laboratory to upgrade the LHI tidal gauge for real time monitoring.

Projects

- Provision of datasets to CIP
- Assisting development of LHIB operations plan (data collection & reporting strategies to demonstrate progress towards targets)

WEP

- Dashboard improvements for reporting
- New tools to improve field operations.

Enviro

- Creation of Asset Management Apps, including Trackwork (managing infrastructure in the PPP)
- Development of seven other new apps to improve & streamline IES & ECS processes.

Recommendations

1. **Note** The Environment Unit Report as at 15 November 2024

Attachments

Attachment	Title
A	Name Attachment A

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Darryl Birch	A/ Manager Environment & Community Services

CEO BOARD REPORT

PROJECTS

OPEN SESSION

Item

Projects Report

Item

This report is a brief update of progress on current projects. The budget reflects the full spend of the project to date across the project's lifetime. Current year budget and expenditure is presented in the financial update.

Summary of Activities and Issues

R Red Project is likely to deliver late/over budget/has insufficient resourcing
 A Amber Project has missed some targets but overall end date/budget is not at risk
 G Green Project on track

	Project Title	Schedule	Budget	Resources	Overall RAG
IES	SCCF – CBD Amenities	R	A	A	R
	SCCF – Skate Park	R	G	A	R
	SCCF - Communications Solution and Community Hall Activation	G	G	G	G
	Commercial Property Maintenance (Historical)	G	G	G	G
CEO	Efficiency and Effectiveness Review Project (<i>Subprojects listed separately</i>)	R	G	A	A
	<i>Community Strategic Plan</i>	G	G	G	G
	<i>Workforce Plan</i>	A	G	A	A
	<i>Asset Management Plan</i>	R	G	A	R
	<i>Policy Review</i>	A	G	G	G
	<i>Revenue Review</i>	A	G	G	G
ECS	Middle Beach Stairs	R	A	R	R

IES Reports

SCCF – CBD Amenities

The scope for the Community Hall toilet upgrades has been finalised. Procurement for the wastewater system design is progressing, pending approval for the variation of funds and scope.

SCCF – Skatepark

The request for a time extension is still under review with the grant body. Preparation of the Development Application is ongoing and will continue once funding approval is granted. An update is expected by the end of the year.

SCCF - Community Hall Facilities activation:

A decision is still pending on the variation submitted in early August, which would enable progress on major elements of the Community Hall upgrade, including the AV system updates. An update is expected by the end of the year. Additionally, approval was sought to continue utilising funds for the community book exchange project.

- **Book Exchange:** Approval to proceed with the community book exchange has been granted by SCCF, with the former "Showcase" building in the CBD proposed as the central hub. This initiative has been supported by the Elected Board Members for a 12-month trial.

The space has been fitted with additional shelving, offering a convenient, weatherproof location for locals and tourists to drop off and collect books. Shelving for the airport book exchange has also been installed.

A book drive for second-hand books, along with the purchasing of new books, will be organised, with further details to be communicated in the coming weeks.

Commercial and Residential Property Maintenance (Historical)

With the commencement of the new Team Leader Infrastructure Assets, the coordination of historical maintenance works has progressed. These works will be incorporated into the asset maintenance plan currently under development and will continue concurrently with its implementation.

Mackie's Electrical team from Port Macquarie visited the Island in October, completing repairs and maintenance across several LHIB assets, including the hospital, as part of their ad hoc building electrical works.

EER Projects

Policy Review

The Policy Review is progressing with the first 5 policies issued for Subject Matter Expert review. The process for review has been finalised and the adoption schedule will be tested and finalised with the first batch. Once revised, the draft policies will be submitted to the Board prior to their release for community comment, as per standard process.

The following policies are currently under review:

- Leases Policy
 - Application for the Transfer of Perpetual Leases Procedure
 - Application to Suspend Condition of Residency on Perpetual Lease

- Board Decision making Procedure
- Biosecurity Policy
- Compliance & Enforcement Policy
- Mooring Management Policy

Revenue Review

The revenue review project has been delivered by KPMG. The document has been reviewed by key LHIB personal and some additional modelling has been requested. It anticipated it will be presented at the next Board meeting.

ECS Projects

Middle Beach Stairs

The Middle Beach Stairs project experienced a failed tender for a design-and-construct contractor. As a result, the focus has shifted to coordinating contractors required for Development Application (Northern Stairs) and Review of Environmental Factors (Southern Stairs) requirements, alongside exploring innovative solutions to utilise the available funds and ensure the stairs are built.

In collaboration with Heritage NSW (the grant provider), efforts are being made to complete as much of the project as possible by March 2025. It is anticipated that a prefabricated composite material system will be selected and purchased, with installation to occur once approvals are finalised, materials are delivered to the island, and a contractor is available to undertake the work.

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Darcelle Matassoni	Senior Project Officer

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

PMES Survey Results

Recommendations

1. **Note** the PMES Survey Results

Current position

PMES Results

Results from the annual employee engagement survey have been received. Administered by the Department of Climate Change, Energy, the Environment, and Water, the survey identifies areas of strength and opportunities for improvement. The report indicates an overarching employee engagement score of 55%, down 3% compared to 2023.

Improvements were noted in teamwork encompassing collaboration (63%, up 31%), employee voice/inclusion and diversity (86%, up 22%), role clarity and support (53%, up 15%), and change management (41%, up 13%). High scores were recorded for ethics and values (75%) and job satisfaction (74%).

Feedback and performance management (34%), learning and development (37%), and recruitment (40%), are areas for improvement. Staff development activities will serve to address these low scores. This includes an increased focus on “My Talent Plan” development (incorporating KPIs linked to CSP/Delivery Plan/SDCs, and performance reviews). In addition, the development of a training needs analysis and training plan, as well as a leadership toolkit to support leaders in effectively leading and developing staff, will also assist.

Continuing to manage and address psychosocial risks at a leadership level and through the Health & Safety Committee will help to improve burnout (29%) and health and safety (54%).

An action plan has been prepared with focus areas and improvement strategies. The results and action plan will be shared with staff in December.

Attachments

Attachment	Title
E	PMES Survey Results 2024

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Samantha Chambers-Skeggs	People and Change Lead

LORD HOWE ISLAND BOARD

BUSINESS PAPER

Open Session

Item

Cattle Grid safety assessment

Recommendations

1. **Note** The installation of the cattlegrids was approved by the Lord Howe Island Board and funded by the Lord Howe Island Board.
2. **Decide**
 - a. Install the Cattlegrids that have been purchased.
 - b. Revisit the options presented in Business Paper 14.04
 - c. Implement alternative solutions presented within this paper and monitor.

Current position

In May 2023, the Board determined to approve the installation of a new standard cattle grid at the request of Esven Fenton, to prevent his stock straying (attachment A/B).

The original assessment by the Administration advised that there were safety concerns, that the responsibility for preventing stock straying rests with the leaseholder and that other options were available.

Three new cattle grids have been purchased and placed on the roadside adjacent to the existing ones, and a contractor engaged to install them. Subsequently, awareness of the intent to replace the current modified grids with standard grids has increased. Residents in the southern settlement area have raised concerns about their installation based on the grounds of safety, and responsibility for stock management (attachment C).

The concerns raised are that the current grid have a much narrower gauge – ie. Width between cross bars and are also fitted with bike grid covers. The proposed replacement grids meet required standards for roads, however the usage of LHI roads as dual carriageways means that cyclists and pedestrians may be at risk if they are installed. The cattlegrids purchased were to the required road standards as the Lord Howe Island Board and Mr Fenton were unable to agree on a suitable width between width (see photos – within attachment C).

Alternative solutions

1. The responsibility for keeping stock contained remains with the leaseholder. Fencing the paddock and installing gates and the grids on the sideroads is one possible and much safer solution. This would also allow the current grids to be filled in allowing fire

truck access to those who live in the southern settlement area. However, the paddock is used frequently by residents and tourists and there is desire to maintain that access.

2. Desktop research indicates that other novel approaches have been successfully trialled, whereby simply painting alternative cross bars bar black deters cattle from walking across grids by way of optical illusion. (While not preventing the cattle from wandering onto the road, this approach would not require additional fencing or replacement of the grid that the cattle walk over.

Recommendation

1. Defer instalment of the new grid at Capella.
2. Trial marking the grid with black paint to deter cattle and monitor for 12 months.

Attachments

Attachment	Title
A	Business Paper – 14.04 – Review Correspondence from Fenton Esven
B	Business Paper – 13.03 – Cattlegrid Installation
C	Emails and Photos received by concerned residents - Closed

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Bradley Josephs	Senior Manager Infrastructure and Engineering Services

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Cattle on SL2011.01

Recommendations

1. **Note** The Lord Howe Island Board has investigated the various issues related to this matter.
2. **Approve** That the Administration pursue option 5 with Mr Fenton.
3. **Approve** Should an agreement be unable to be reached, progress option 1.

Current position

Mr Esven Fenton has written to the Board requesting an upgrade of a cattle grid on the public road intersecting his special lease SL2011.01 (Attachment A) to contain his livestock. The following information is relevant to the decision.

Financial

Purchase and installation of a new grid that meets standards is conservatively estimated at approximately \$9000 (direct costs materials, freight and internal labour). Alternatively, purchase and installation of a one-wire electric fence with two gates at the site is conservatively estimated at \$2430 materials and direct costs of internal labour (excluding freight).

Safety

The current grid appears have been built locally and not to a recognised standard. Gaps between the joists are a narrower gauge than is required to deter cattle from walking across the grid. While this may be ineffective for stock management, the public roads on lord Howe Island are dual purpose and standard grid widths pose a safety risk to cyclists. Secondly, stock straying onto roads are a risk to the public, whether travelling on foot, bicycle or in a vehicle. Accidents have occurred on island from both standard grids and hitting cattle at night. Further, complaints have been received by the Board regarding cattle on the roads. These safety risks are a liability for the Board and the leaseholder.

Environmental

Cattle are straying from SL2011.01. The cattle grid on Lagoon Road near Capella Lodge and any temporary electric fencing that has been in place over time is not effectively containing stock. Unconstrained, the cattle can access and impact revegetation plots (an impact on public investment) and can access drainage lines which discharge into the Marine Park. Feedback has also been received about this matter.

Regulatory

Permission to graze cattle on crown land has been authorised via special lease SL2011.01. The current lease extension expires on 31st December 2023 (Attachment B). Conditions of the lease include compliance with a property plan, inclusive of stock exclusion from some areas and weed control. The plan is silent on the matter of exclusion from the public road or watercourses.

However, a broader range of NSW regulation, including Biosecurity legislation requires landholders to prevent stock from straying (Attachments C and D).

The *Dividing Fences Act 1991* (Attachment D) outlines a fair process for the appropriate contribution of owners to the erection and maintenance of fencing. However, section 25 *Application of Act to Crown and local authorities etc* states that the Act does not operate to impose any liability, or to confer any rights, with respect to dividing fences on: (a) the Crown, or (b) a council of a local government area, or any trustee or other person or body, in respect of land vested in (or under the care, control and management of) the council, trustee, person or body for the purposes of a public reserve, public park or such other public purposes as may be prescribed.

Put simply, all obligation for the containment of stock rests with the leaseholder and accepting any shared responsibility for same creates a precedent for ongoing liability for the Board on all special leases on the Island. The use of regulatory powers to enforce this also requires consideration of precedent. Such an act may create an expectation that enforcement would be similarly applied to other special leases subject of grazing.

Social

The unfenced paddock in question provides an access to tourists and locals alike to Johnson's beach via two dirt roads. The leaseholder does not wish to restrict people's access by fencing the public road.

Summary analysis

From a financial, safety, environmental and regulatory perspective, fencing the public road to exclude stock is the most viable option. Gates and signage can be provided to continue to enable public access. Access to Capella Bluff would remain open by way of the existing walking track and fence step over.

The Board has no responsibility to contribute to the cost of containing stock on a special lease, and the use of regulatory powers will be unpalatable.

Options

1. Advise Mr Fenton that the containment of stock on his special lease is his responsibility and that the Board has no immediate plans to replace the grid.
2. Replace the existing grid at Board expense with one that complies with stock exclusion standards.
3. Require the leaseholder to erect and maintain a fence to exclude stock through a variation to the special lease when it falls due for renewal at the end of December 2023.

4. Enter a cost sharing agreement with the leaseholder to erect a fence and two gates on the boundary of the lease. This would include the Board providing labour and the leaseholder paying for materials and freight.
5. Enter a cost sharing agreement with the leaseholder to erect a fence and two gates on the boundary of the lease, in exchange for agreement to exclude stock from the watercourse within the leased area and provision an off-stream watering point for stock. This would include the Board providing labour and the leaseholder paying for fencing materials and freight. The Board could pay for off-stream watering (tank, tough pump).

NB. In any option the responsibility for ongoing maintenance of all improvements will rest with the leaseholder.

Recommendation

- a. That the Administration pursue option 5 with Mr Fenton.
- b. Should an agreement be unable to be reached, progress option 1.

Attachments

Attachment	Title
A	Letter – Incoming – Received 27 March 2023 – Fenton Esven
B	SL2011.02 Lease Extension Agreement
C	Biosecurity Act 2015 - Straying Stock – Department Primary Industries
D	Dividing Fences Act 1991 – NSW Legislation

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Paula Pollock	Manager Environment and Community Services

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Cattlegrid on Lagoon Road at intersection with SL2011.01

Recommendations

1. **Note** Esven is unwilling to enter a cost sharing agreement for installation of new cattle grid on Lagoon Road at its intersection with SL2011.01
2. **Decide** between the following options
 - a. To fund the full cost of a new cattle grid and its installation on Lagoon Road at its intersection with SL2011.01, or
 - b. Continue negotiations to reach a cost sharing agreement, or
 - c. Maintain the current infrastructure and not install a replacement grid.

Current position

In May 2023 The Lord Howe Island Board agreed that:

- A new grid will be installed by the LHIB
- A cost sharing arrangement should be entered into with the owner of the cattle.
- Appropriate cattle signage to be installed on the road.
- Negotiations around the renewal of the special lease will be entered into in good faith.
- The public safety of stock on the road will be assessed separately on a whole of island basis.

The Board **approved** the Administration will install a new cattle grid on Lagoon Road at its intersection with SL2011.01 subject to a cost sharing agreement between Lord Howe Island Board and Esven Fenton.

On 15 September 2023 Bradley Josephs' and Esven Fenton met to enter a cost sharing agreement and Esven expressed that he had lost interest in paying and presents his objection to the Administration.

Summary analysis

Mr Fenton has expressed unwillingness to enter into a cost sharing agreement. The issue has been brought to the attention of the Administration by Esven Fenton and by three of the four elected Board members.

Recommendation

1. **Note** Esven is unwilling to enter a cost sharing agreement for installation of new cattle grid on Lagoon Road at its intersection with SL2011.01
2. **Decide** between the following options

- a. To fund the full cost of a new cattle grid and its installation on Lagoon Road at its intersection with SL2011.01, or
- b. Continue negotiations to reach a cost sharing agreement, or
- c. Maintain the current infrastructure and not install a replacement grid.

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Chelsea Holden	Executive Assistant

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Critical Infrastructure Program Status Update – November 2024

Recommendations

1. **Note** The critical infrastructure program and projects status for November 2024

Current position

The Critical Infrastructure Program (CIP) is well underway with the detailed planning and delivery of critical waste management, biosecurity, new vessel design, marine freight services and associated marine and civil infrastructure. These critical infrastructure projects are integrated by a master planning process and preliminary concept designs in consultation with the Island community.

APP PMO CIP project streams for reporting and program management purposes are as follows:

- **Project A** - Master Planning & Authority Approvals
- **Project B** - Waste Management Facility
- **Project C** - Marine Infrastructure
- **Project D** - Replacement Vessel & Operations
- **Project E** - Biosecurity Infrastructure

Program Status:

- **Presentation on the Program status update is provided at Attachment A.**
- APP PMO have progressed and completed:
 - Site Investigations Surveys and Reporting
 - South Zone Marine Infrastructure Assessment
 - Master plan concept options on the North Zone Marine Infrastructure and Laydown Area and South Zone Waste Management Facility have been presented to the CIP Governance Groups and Boards including:
 - Program Board
 - Project Control Group
 - Elected Board Members
 - Community Consultation Group
 - Government Stakeholder Consultation Group
 - Scoping Report and submission to DPHI as part of the first step in the CSSI process.

- Expression of Interest (EOI) for New Marine Vessel (Package 1) & Marine Freight Operations (Package 2) concluded. Applicants in both packages have been notified of the outcome of the EOI process and will be invited in early 2025 to participate in the upcoming Request for Tender Process (RFT) for New Marine Vessel.

South Zone Marine Infrastructure Assessment:

- The South Zone Marine Infrastructure Design, funded by NSW Treasury, was determined as the preferred solution as part of the Detailed Business Case for the CIP.
- Based on further technical studies, site investigations, environmental, marine infrastructure engineering analysis, and operational assessments these have concluded that the proposed marine infrastructure in the South Zone is not viable.
- For a summary of the multi-criteria analysis and evaluation paper by APP PMO, refer **Attachment B**.

Projects Status:

- **Project A – Master Planning & Authority Approvals**
 - **Project Team** have responded quickly to the shift in the marine infrastructure and laydown preferred location to the North Zone, with key site investigations undertaken from mid-October to December 2024, informing preliminary concept designs.
 - **Project Engineers (SMEC)**
 - Draft Design Report for the stern loading craft piled ramp.
 - Ramp operability sketches for a berth pocket at the existing jetty with a uniform seabed level of -2m LHI AHD.
 - North Zone Contamination Review, Desktop Analysis.
 - Ongoing Waste Management Facility site remediation being investigated for historic waste, interim measures, and future proofing solutions.
 - **Project Architect (Lahznimmo) and Landscape Architects (SMM)**
 - Preliminary Concept Design of the Waste Management Facility, Building / Floor Plan Data Sheets and Spatial Layout.
 - North Zone Concept Options (Marine Infrastructure, Laydown Area, integration of Government Agencies into a new building).
- **Project D - New Marine Vessel and Operations**
 - Tender documentation in progress for RFT New Marine Vessel (Design & Build) and RFT Freight Service Operations.
 - Market Sounding Findings Report finalised.
 - Naval Architect finalised a 3D model concept design of the New Marine Vessel.

Community and Stakeholder Engagement:

- The Community Consultation Group (CCG) and Government Stakeholder Consultation Group (GSCG) have been onboarded and Terms of References finalised. CCG Meeting 1 (30 Aug) and Meeting 2 (31 Oct) and GSCG Meeting 1 (17 Sept) and Meeting 2 (12 Nov).
- Community Consultation – One-on-One Interviews with community members on 2 December 2024 and Drop-in Information Sessions 3 and 4 December 2024

LHIB works in progress:

Jetty Upgrade status as follows:

- Repairs to decking timbers and girders have been costed. Awaiting a final fendering design.
- Public Works will continue to project manage the Jetty Upgrade project.
- An open tender to procure the works is proposed instead of direct negotiations with previous tenderer.

Site remediation works status as follows:

- Refer to Business Paper – 08:00 – Attachment – Infrastructure & Engineering Services
- New additional skips purchased. Awaiting delivery programmed for December 2024.
- Site contamination remediation plan in progress after contaminations survey conducted in October 2024 by SMEC Engineers.

Next Steps

The following key program activities are forecast over the next three (3) months:

- **Project A:** Masterplanning and Authority Approvals
 - Scoping Report CSSI submission to Planning NSW – 20 November 2024
 - Marine Ecological (Cumberland Ecology) studies scheduled Dec.24 to February 2025.
 - Permit applications to Marine Parks for Marine Ecology surveys.
 - Terrestrial Ecology (North Zone & Migratory) Dec.24 to February 2025.
 - Final Master Plans (North Zone and South Zone) – January to March 2025
 - Construction cost estimates from Quantity Surveyor on Master Plans
 - Commencement of Environmental Impact Statement Report by ERM Planners.
- **Project D:** Replacement Vessel & Operations
 - Preparation of Project D content on the new marine vessel and operations for on-island community Sessions and community consultation sessions on 2 – 4 December 2024.
 - RFT release for New Marine Vessel (Design & Build) - early 2025

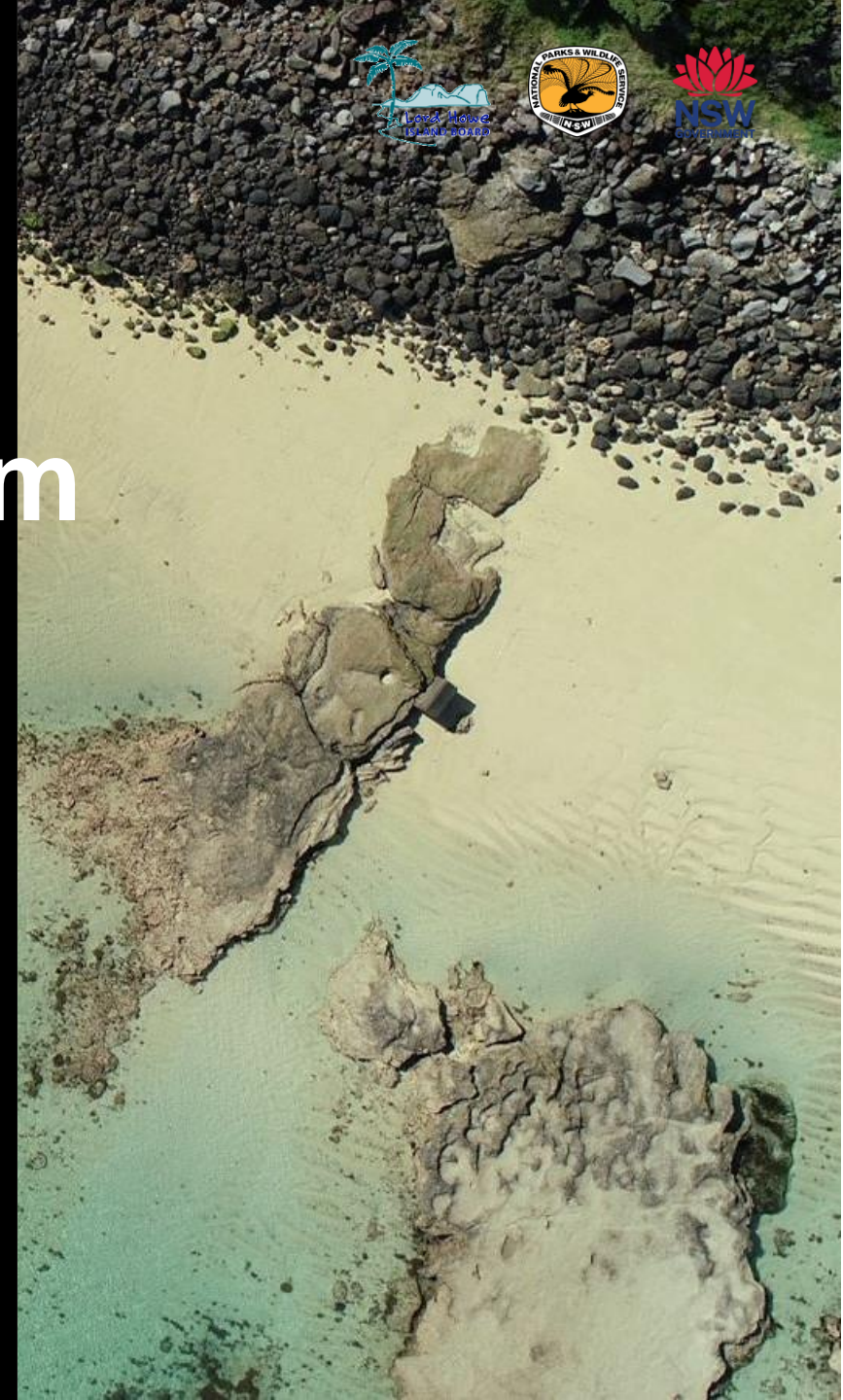
Attachment	Title
A	CIP Status Update November 2024 – presentation (To be provided 21 st November
B	South Zone Infrastructure Assessment Paper

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Michael Vader	Executive Director, NPWS
Preparer	Position
Oriana Senese	Principal Project Manager, NPWS

Lord Howe Island Critical Infrastructure Program

Lord Howe Island Board Meeting – November 2024



Program Status





Program Status Summary

KEY UPDATES

Key activities undertaken on Critical Infrastructure Program

- ✓ Community Consultation Group and Government Stakeholder Consultation Groups meetings held and scheduled for 2025.
- ✓ Site investigations complete/in progress to North & South Zone.
- ✓ Formal letter received on 28 Sept. 2024 from the Minister for Planning and Public Spaces to the Minister for Environment advising DPHI will commence the CSSI declaration for LHI CIP.
- ✓ Biosecurity Services Brief workshop with Client – Program Sponsors and LHIB Biosecurity Team.
- ✓ South Zone Marine Infrastructure Analysis and Evaluation endorsed by Program Board.
- ✓ Preliminary Concept Options for North Zone Laydown Area and Marine Infrastructure presented to Program Sponsors.
- ✓ Key stakeholder meetings with Department of Primary Industries and Regional Development (DPI&RD) - Marine Parks & Environmental Protection Authority (EPA).
- ✓ Approval of Project D New Vessel and Marine Operations – EOI Evaluation Report and Short List for RFT process.
- ✓ Drafting of all RFT Volumes for Project D New Vessel RFT. And Naval Architect completes Concept Design 3D Renders.
- ✓ Lodging CSSI Scoping Report to Department of Planning, Housing and Infrastructure (DPHI). DPHI have mobilised an approvals assessment team for LHI CIP.
- ✓ Waste Management Facility Spatial Layout Concept Plan by SMEC and Lahznimmo Architects presented to EPA, LHIB WMF Team and Program Board.
- ✓ Contamination site investigations by SMEC Engineers, with over 40 test pits to inform the Remediation Action Plan.
- ✓ Draft Main Works Procurement Strategy progressing and Procurement Workshops held with TfNSW, LHIB, NPWS.
- ✓ Community Consultation Phase B – Drop-in Sessions and community members interviews on-island 2 to 4 December.



Consultant Surveys

SITE INVESTIGATION PHASE SURVEYS COMPLETED

Sampling, Analysis and Quality Plan

Lord Howe Island Critical Infrastructure Program - Waste Management Facility

Prepared for: Lord Howe Island Board
20 September 2024



smec
an M company

SMC INTERNAL REF: 30013573

Waste Management Facility – Design and Functional Brief

smec an M company

Field Site Notes
Lord Howe Island WMF SAQP

Field Site Notes

Inspection Details			
Inspection Name	Lord Howe Island WMF SAQP		
Inspection ID			
Inspector	Steven Drysdale		
Date	2024-09-05		
Time	08:00		
General Photos			

General Comments

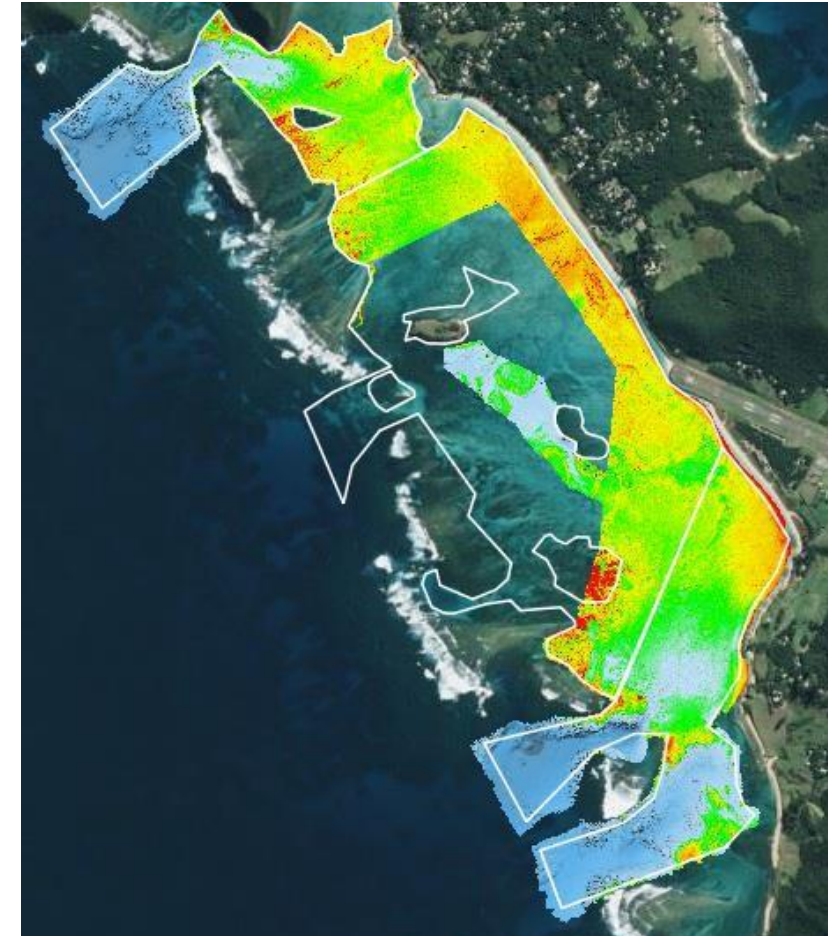
Notes

Location	Reference	Comment	Photos
-31.54065, 159.07589	Entry south		1
-31.54070, 159.07595	Stockpiles	1. Glass w sand and rubbish 2. Vegetation and timber 3. Material stockpiles to north. Grease trap waste dumped here	2 - 7
-31.54048, 159.07578	Fill mounds	1. Eastern entry 1.5m high, likely glass and compost 2. Western entry 2m high 3. Adjacent glass pile and crusher, 1m high sub ten cube 4. Organic at foreground, unknown at back 5. South of shed, glass 6. Western mound continuing 7 and 8 Northern inner extent of western mound, 8m high, concrete 9. Compost at northern extent of western	8 - 16
-31.54068, 159.07589	Former effluent reed beds	12x3.5m former reed beds	17
-31.54057, 159.07573	Burn pile	Extends 100m south beyond mound. Mounds likely previously burnt material cars, tanks. Significant amounts of asbestos. Area ends at tree to north beyond which is organic.	18 - 24
-31.54041, 159.07558	WMF building	Former burn pile beneath Cooling oil and hydraulics washed down drain and surrounding area Tanks are filled from airport bore and overflow regularly 1 ground tank takes water from all areas including wastewater treatment system Unknown fill beneath grass to east of building Interior handstand	25 - 36
-31.54027, 159.07544	General		37 - 61
-31.54009, 159.07560	Septic	Inspection hatch and tanks regularly overflow. Pumps to effluent area in bush Garden and disused tanks to former biosolid drying area which gravity fed to beds in the south	62 - 64
-31.54004, 159.07554	Polymer dosing system	* Regularly overflows. Underground septic overflows	65 - 66
-31.53997, 159.07526	Former engine oil storage and current chemical shed		67 - 74
-31.53961, 159.07487	Frable bagged acm	Waiting skips	75 - 76
-31.53944, 159.07463	Northern mound	Compost (e.g) mixed with general waste and building debris. Area historically uncontrolled dumping inc chemicals	77 - 82

Ref: 15eed799-76a-476b-a5d5-0fca24b4e90f

Page 1 of 30

Contamination Site Walk – Sampling Analysis Quality Plan



Bathymetric Survey

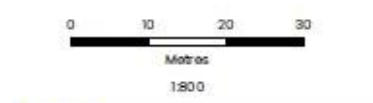
Consultant Surveys

SITE INVESTIGATION PHASE – CONTAMINATION INVESTIGATIONS

Areas of Environmental Interest & Potential Receptors



Contamination Site Walk – Site Images



LEGEND

- Site Boundary
- Waste for Potential Manager
- Areas of Environmental Interest**
- High
- Moderate
- Low



Consultant Surveys

SITE INVESTIGATION PHASE

Acoustic Doppler Current Profiler Deployment – Wave Measurements



ADCP Set Up



ADCP Towing to Site



ADCP Deployed

Consultant Surveys

SITE INVESTIGATION PHASE

Site Contamination Investigation

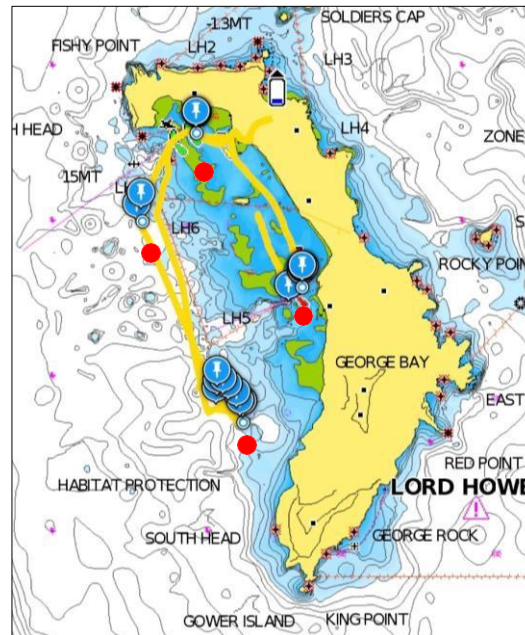
- Investigations undertaken between **Monday, 21 October - Saturday, 26 October.**



Contamination Site Investigations – WMF Area of Interest

Acoustic Doppler Current Profiler Retrieval

- Retrieval - **11 November – 13 November.**



ADCP locations – marked in red

North Site Survey – Cadastre & Ecology

- Surveys - **November / Early December.**



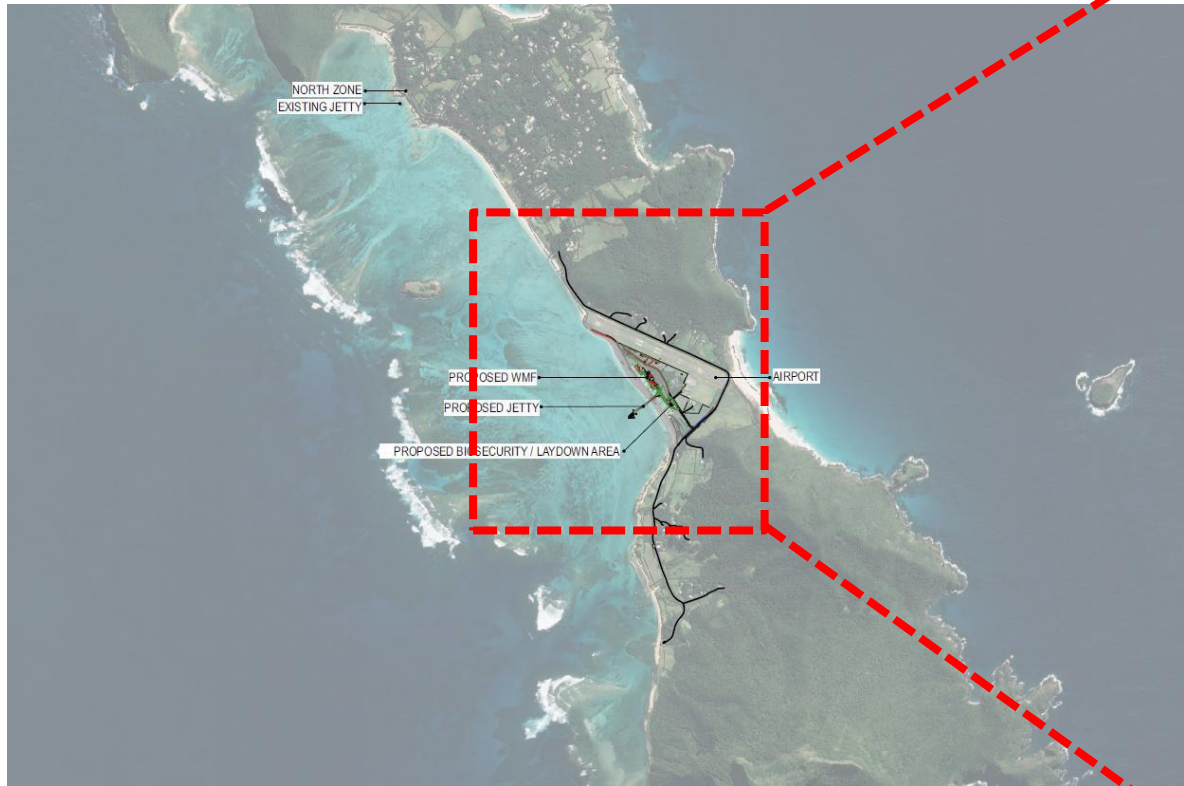
North Zone Site Survey Extents – extents in yellow, inclusive of red line (jetty)



South Zone Marine Infrastructure Assessment

Marine Infrastructure Assessment

SOUTH ZONE



Source: Spackman Mossop Michaels, 30 September 2024

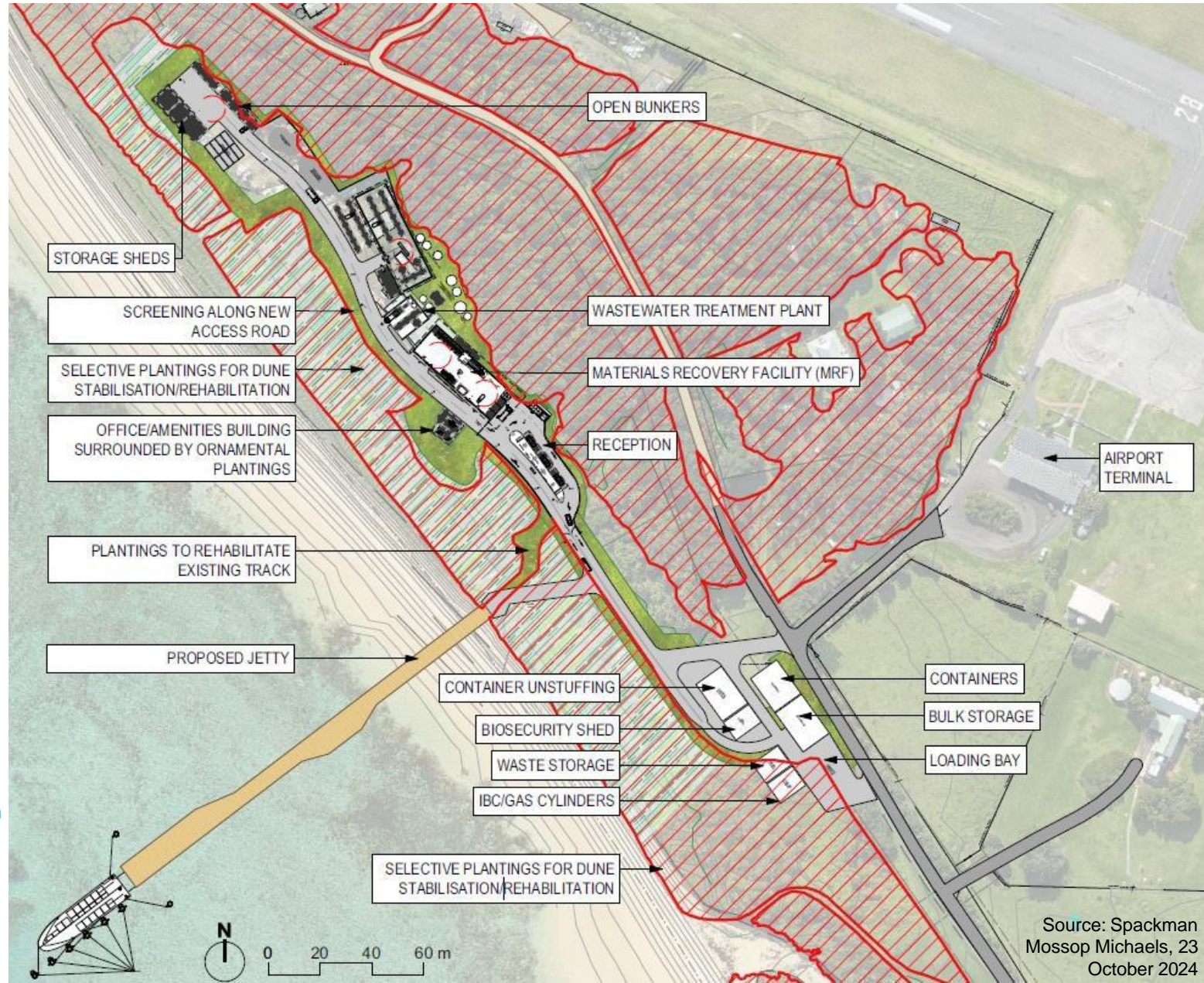
South Zone Marine Infrastructure Assessment

Key Notes:

- Significant additional environmental impact.
- World Heritage, Marine Park considerations and constraints.
- Significant visual impact.
- Ramp Length > 172m, due to the - 0.9m seabed contour to maintain keel clearance.
- Harder to load / unload as it is more exposed to weather and wave conditions.
- Ability to meet approval requirements (impacted area vs impacted in pristine environment).
- Cost prohibitive.

LEGEND

- LEP-Significant Native Vegetation
- Existing Sealed Surface
- Existing Unsealed Surface
- Proposed New Sealed Surface
- Proposed Landscaped Area
- Dune rehabilitation





Marine Infrastructure (North Zone Master Plan)











North Zone Master Plan

PRELIMINARY DESIGN

Notes:

- Proposed works remain outside of Significant Native Vegetation.
- New foreshore walk connects with Lagoon Road on the North and the gravel track to Thompson Memorial Park to the South.
- Viewing platform and new picnic area.
- New Cargo Laydown Area redesigned including container storage and biosecurity shed

LEGEND

-  Proposed Unit Paving
-  Existing Sealed Surface
-  Proposed Retaining Wall
-  Proposed Timber Deck
-  Proposed Gravel Track
-  LEP-Significant Native Vegetation
-  Proposed Landscape Area
-  Proposed Turf/Lawn
-  Proposed Bioswale Area
-  Proposed Truck Queuing [4 spaces]
-  Proposed Trailer Parking [10 spaces] and Car Parking [1 space]
-  Existing Tree
-  Proposed Tree
-  Proposed Feature Tree
-  Tree to be removed
-  Water Tank



















North Zone Concept Plan

DURING VESSEL OPERATIONS

Notes:

- Retain Old Cargo Shed and Norfolk Island Pines.
- Retain Marine Rescue facilities.
- Biosecurity shed positioned on southern side of jetty.
- Car parking for use by stevedores along southern side of Lagoon Road.

LEGEND

-  Proposed Unit Paving
-  Existing Sealed Surface
-  Proposed Retaining Wall
-  Proposed Timber Deck
-  Proposed Gravel Track
-  LEP - Significant Native Vegetation
-  Proposed Landscape Area
-  Proposed Turf/Lawn
-  Proposed Bioswale Area
-  Proposed Truck Queuing [4 spaces]
-  Proposed Trailer Parking [10 spaces] and Car Parking [1 space]
-  Existing Tree
-  Proposed Tree
-  Proposed Feature Tree
-  Tree to be removed
-  Water Tank



North Zone Concept Plan

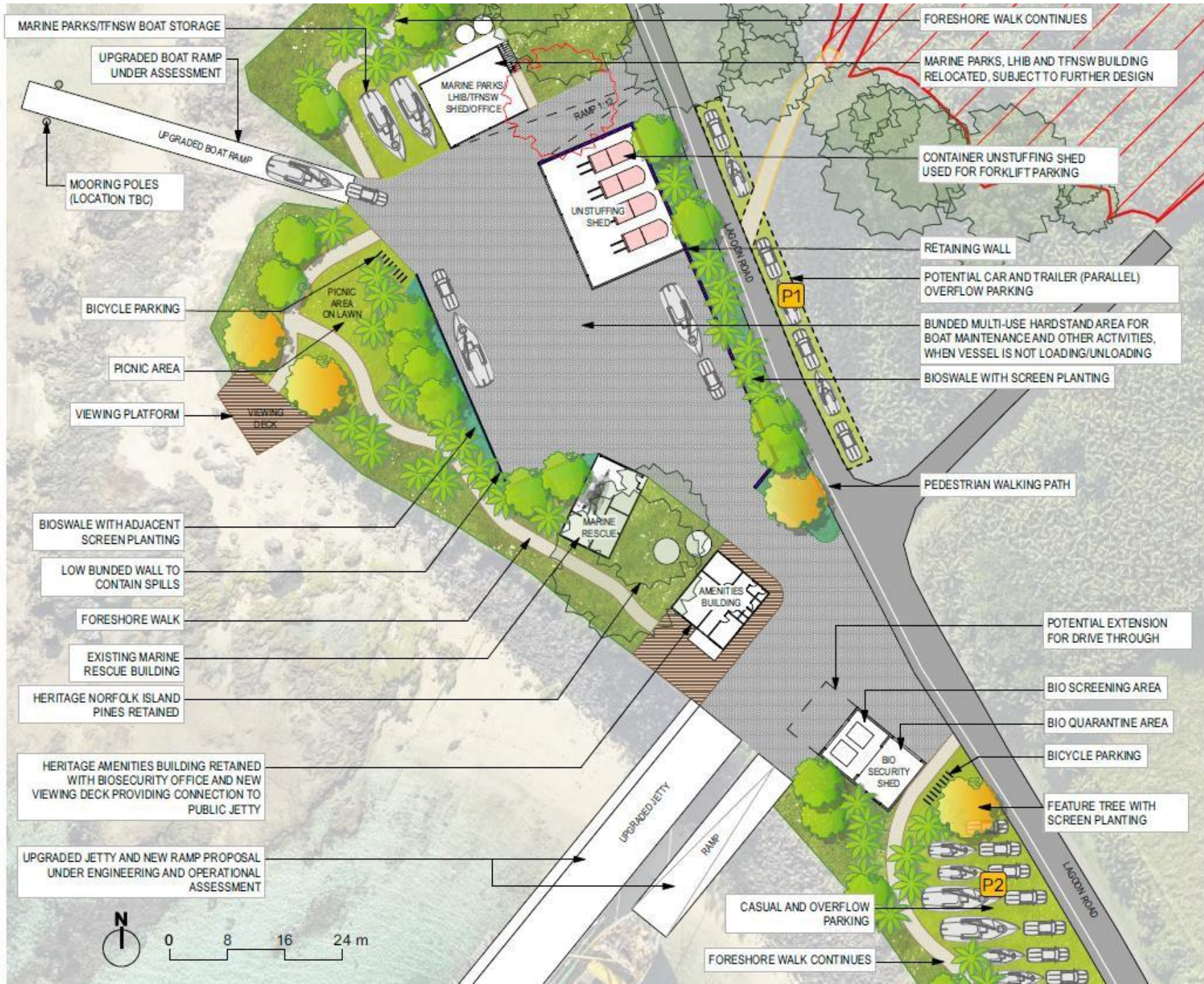
NO VESSEL OPERATIONS

Notes:

- Bunded multi-use hardstand used for boat wash-down area for boat maintenance when not in use.
- Container unstuffing shed used as garaging for forklifts.
- Part of container storage area can be used Day parking for trailers to the south of the jetty.

LEGEND

- Proposed Unit Paving
- Existing Sealed Surface
- Proposed Retaining Wall
- Proposed Timber Deck
- Proposed Gravel Track
- LEP - Significant Native Vegetation
- Proposed Landscape Area
- Proposed Turf/Lawn
- Proposed Bioswale Area
- Proposed Truck Queuing [4 spaces]
- Proposed Trailer Parking [10 spaces] and Car Parking [1 space]
- Existing Tree
- Proposed Tree
- Proposed Feature Tree
- Tree to be removed
- Water Tank



Notes:



New Marine Vessel Artist Impression

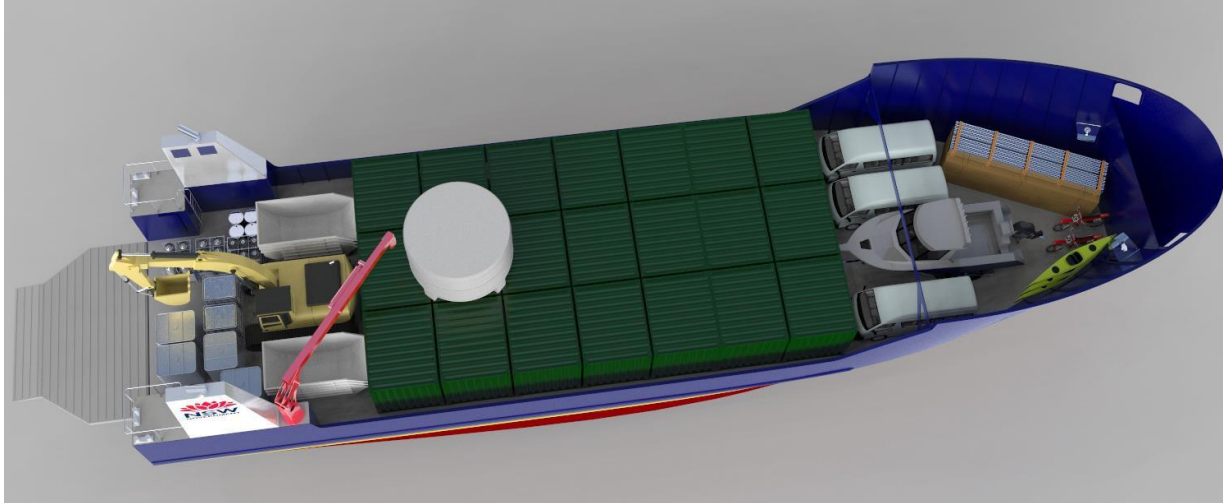
- 3D image depicts the current high level working concept design for the new Marine Freight Vessel.
- Elements of the design shown are subject to change as the vessel specifications are finalised.



New Marine Vessel Artist Impressions

Notes:

- 3D image depicts the current high level working concept design for the new Marine Freight Vessel.
- Elements of the design shown are subject to change as the vessel specifications are finalised.



South Zone Master Plan – Waste Management Facility



South Zone Master Plan

PRELIMINARY MASTER PLAN – WASTE MANAGEMENT FACILITY

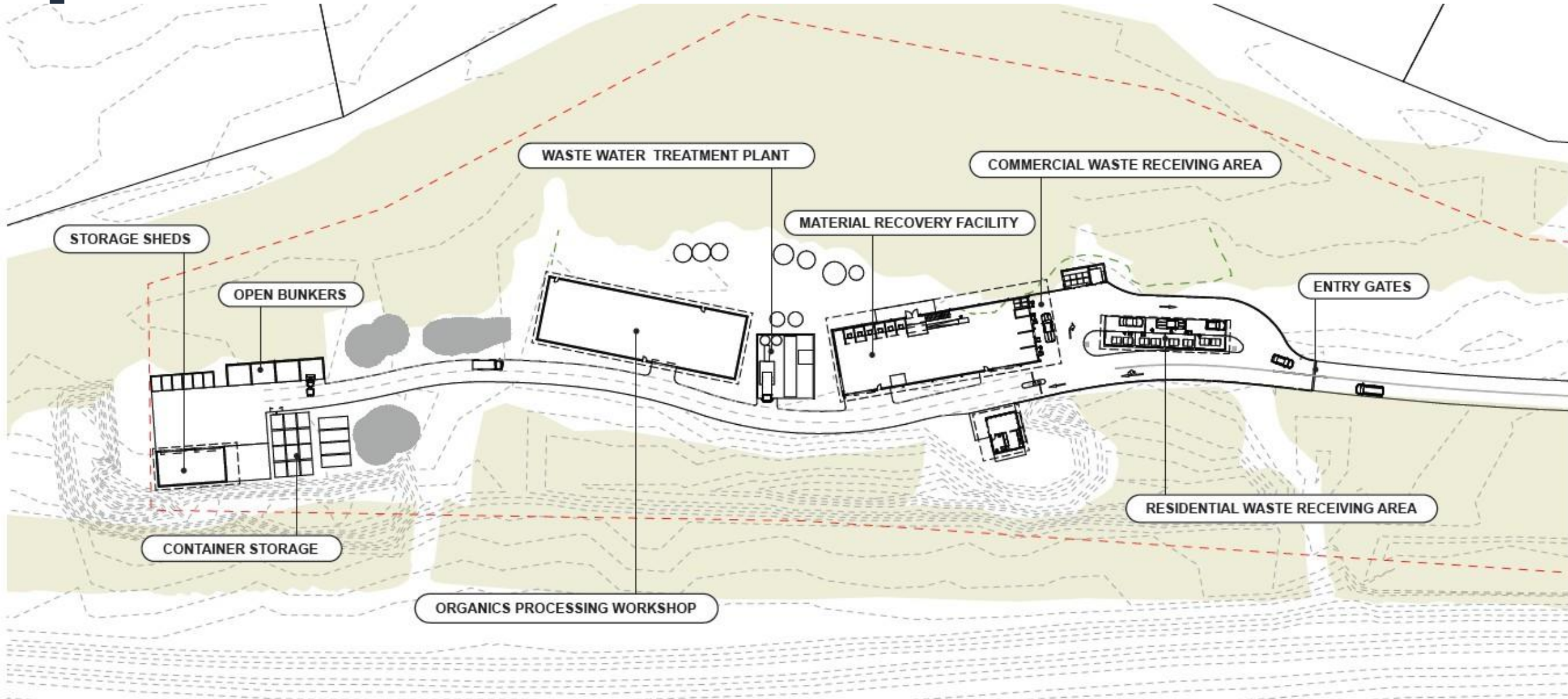
- Concept Plan is designed within the footprint to avoid the Significant Native Vegetation.
- Vegetated dunes retained for both wind protection and visual screening
- Access walking tracks retained to beach for dog-walking.
- Proposed locations for dog kennels and the fuel bowser to be determined.

LEGEND

-  LEP-Significant Native Vegetation
-  Existing Sealed Surface
-  Existing Unsealed Surface
-  Proposed New Sealed Surface
-  Proposed Landscaped Area
-  Dune rehabilitation
-  Proposed Tree
-  Proposed Feature Tree



Waste Management Facility



Waste Management Facility Artist Impressions







Engaging the community and stakeholders on the Lord Howe Island Critical Infrastructure Program

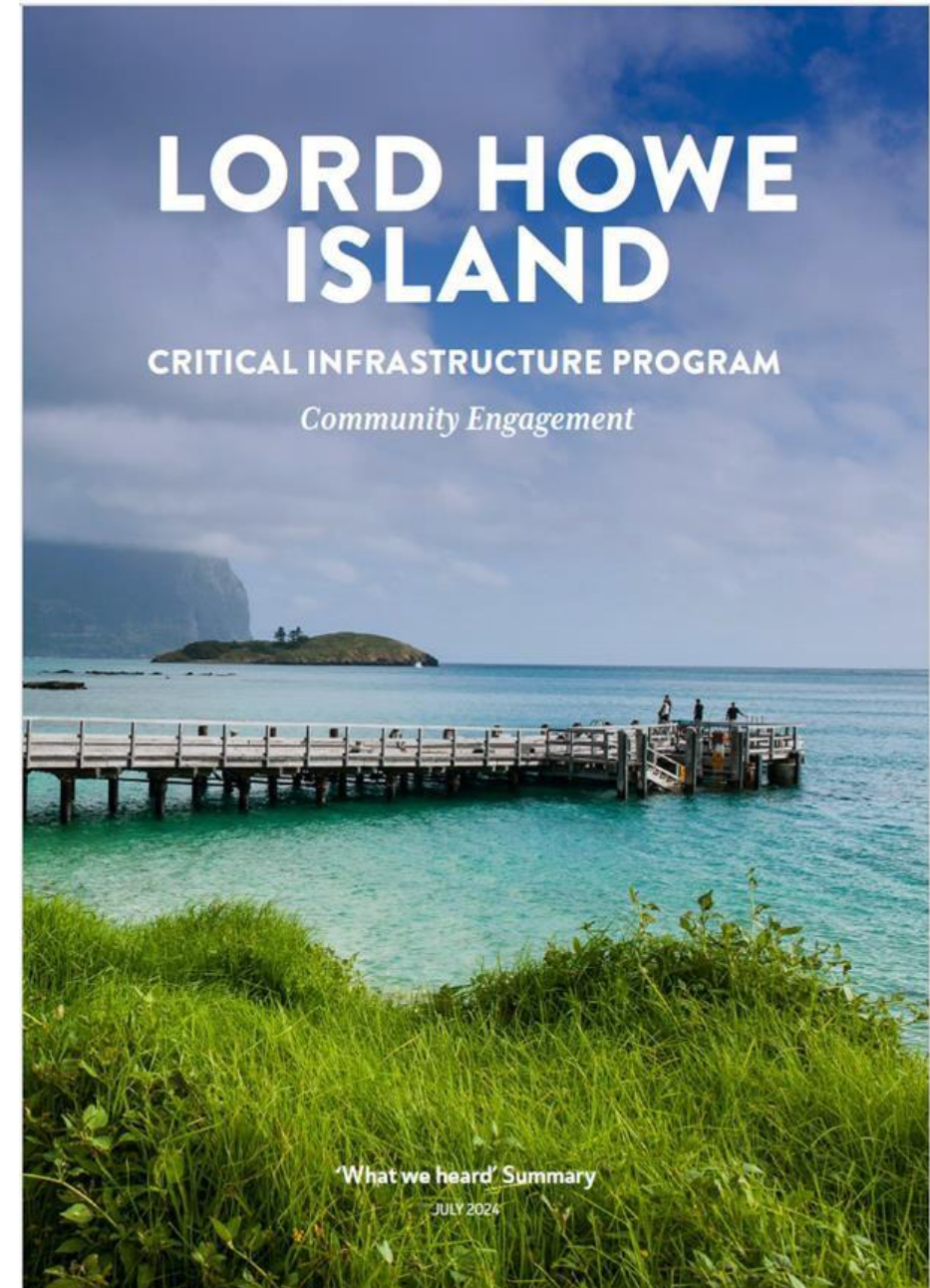


Lord Howe Island Critical Infrastructure Program Board - Phase B Engagement Plan

Engagement approach and objectives

The engagement process has been designed to:

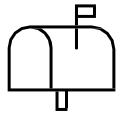
- Encourage participation and attract feedback from diverse members of the community and stakeholder groups
- Explore a series of proposals and preliminary concept designs to inform the Program
- Respond to questions raised by community members and stakeholders in response to the proposals and concepts
- Bring stakeholders and community members on the journey to enable Lord Howe Island to continue to thrive as both a great place to live and a sustainable tourism destination.



"What we Heard" Summary Report released 26 July 2024

Phase B Engagement

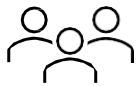
Keen to reach as many members of the community as possible in the B engagement



All households and businesses will receive the **project flyer notification**



Stakeholder interviews – by invitation – conducted in person, by phone or Teams



Community information drop-in sessions – open to all members of the community, including Display Boards with concepts and Project Team for questions and answers on **Tuesday 3 and Wednesday 4 December**



All members of the community encouraged to **visit project website to find our more** and or make a submission





Thank you!

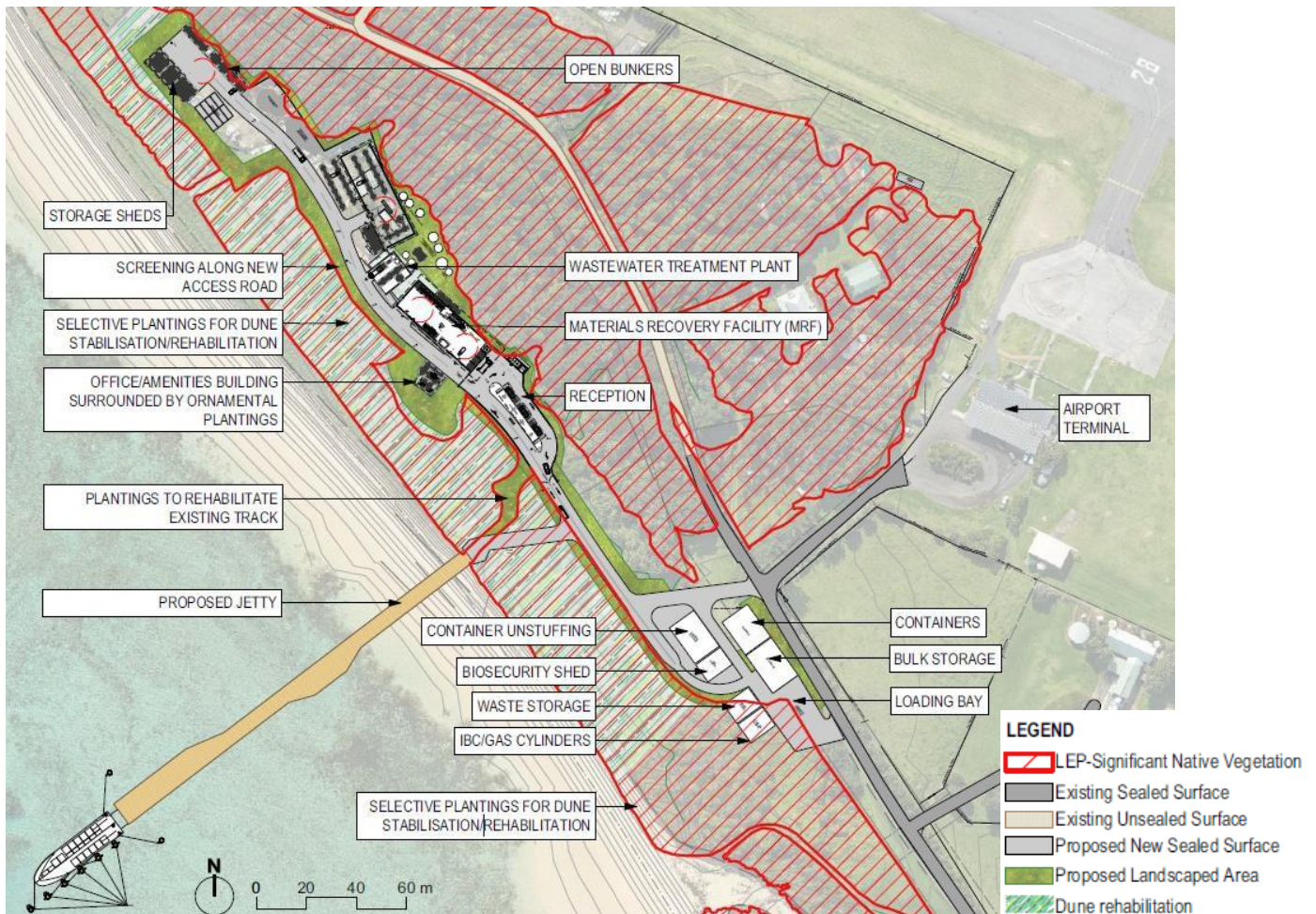
South Zone Marine Infrastructure Assessment

The South Zone Marine Infrastructure Design, funded by NSW Treasury, was determined as the preferred solution as part of the Detailed Business Case – Marine Infrastructure, for the Lord Howe Island Critical Infrastructure Program (LHI CIP). However, after extensive discussions with the Project Team, site investigations, and consultations with key stakeholders, questions emerged regarding whether the funded location would serve as the optimal outcome for community and stakeholders.

Based on detailed surveys to date, site investigations, community feedback, and input from relevant Government Agencies, the Project Team determined that further investigation into the preferred option's feasibility was necessary to confirm its suitability for the LHI CIP.

The viability of the South Zone as the location for Marine Infrastructure has been reassessed, including environmental, marine infrastructure engineering analysis, and operational assessments these have concluded that the proposed marine infrastructure in the South Zone is not viable for the following reasons:

- ▶ Significant additional environmental impact
- ▶ Constraints related to World Heritage and Marine Park designations
- ▶ Considerable visual impact
- ▶ Ramp length exceeding 172 meters to maintain keel clearance at the -0.9m seabed contour
- ▶ Increased difficulty in loading and unloading due to greater exposure to weather conditions
- ▶ Challenges in meeting approval requirements, particularly concerning the impact on a pristine environment



South Zone Marine Infrastructure Evaluation Outcomes

Category	Business Case	Concept Design
Financial	Ramp Length (approx. 80m) based on current MV Trader scouring coral reef	<ul style="list-style-type: none"> ▶ Ramp Length > 172m, due to the - 0.9m seabed contour to maintain keel clearance (operational & environmental considerations). EXCESSIVE CONSTRUCTION COST
Economic	NO CHANGE	<ul style="list-style-type: none"> ▶ NO CHANGE
Social	Untested with Community Consultation and Stakeholder engagement	<ul style="list-style-type: none"> ▶ Less likely to be supported – ‘What was Heard’ Phase A Community Consultation (Community & Stakeholders) ▶ SIGNIFICANT VISUAL IMPACT ▶ Minimises exposure to reputational risk (going against other NSW Government Agencies)
Environmental	Previous design envisaged low impact / footprint	<ul style="list-style-type: none"> ▶ Significant ADDITIONAL environmental impact (‘Considerations’ paper from Marine Park’s) ▶ Not justifiable considering existing Northern Passage available ▶ World Heritage & Marine Park considerations & constraints
Operational	Untested with Naval Architect and Marine Operational Advisor	<ul style="list-style-type: none"> ▶ Difficult to accommodate safe and reliable cargo transfer to and from vessel with tidal anomalies. South Zone has greater wave height - harder to load / unload as it is more exposed to weather conditions. Formative advice received from Government Agencies and Community is not to explore the South Zone as viable solution ▶ North Zone has a fall-back option of Lift On / Lift Off. No fall-back option / flexibility for the South Zone – only leads to bulkier infrastructure (higher cost & more intrusive)
Health & Safety	Untested with Naval Architect and Marine Operational Advisor	<ul style="list-style-type: none"> ▶ Containerisation and redesign of lay down area will alone predominantly resolve / improve operational and WHS issues ▶ Operator may not tolerate higher risk manoeuvres to load / unload a vessel in the South Zone with greater wave height and tidal changes / stop / start manoeuvres
Policy	CSSI DAs assumed planning pathway	<ul style="list-style-type: none"> ▶ Ability to meet approval requirements (EIS in impacted area vs impacted in pristine environment)

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Update on implementation of Efficiency and Effectiveness Review

Recommendations

1. **Note:** the progress update on the implementation of the Efficiency and Effectiveness Review since May 2022.

Background

- In 2021 the Board commissioned an independent Efficiency and Effectiveness Review, conducted by consulting firm Spencer Maurice.
- The Review final report was received by the Board at its May 2022 meeting, and specific recommendations and an implementation plan were endorsed at the September 2022 Board meeting.
- The implementation plan apportioned AU\$3.4million of funding across 3 years made possible through an MOU with DPE (now Department of Climate Change, Energy, the Environment and Water, and the Department of Planning, Housing and Infrastructure (DCCEEW))

Current position

There were 9 recommendations from the EER that were summarised across the following 5 categories:



Since May 2022 significant steps have been made to implement the E&ER with the following actions completed or underway:

Strategy, Policy & Governance

1. Update strategy using IP&R strategic Planning Framework

- IP&R Framework has been adopted and used to inform long term strategies.
- 10-year Community Strategic Plan fully drafted and due for sign off at Nov 2024 Board Meeting
- 4-year Delivery Plan drafted for consideration (Nov 24 Board Meeting)
- 1-year Operational Plan drafted and consideration (Nov 24 Board Meeting)
- Service Delivery Commitments drafted for consideration (Nov 24 Board Meeting)
- Workforce Plan well advanced, awaiting above plans to be finalised
- Policy reviews underway
- Work Health Safety Committee established with regular meetings
- CAMMS system adopted as part of WHS procedures

2. Focus on building community engagement

- Community Engagement Plan finalised and in use
- Communications plan endorsed and in use
- Planning underway for new strategic planning software which will produce an external dashboard for the LHI Community. The dashboard will track LHIB's progress against the agreed service delivery targets.

Next steps:

- Finalise review and update of existing processes relating to public policy formulation, evaluation, and implementation.
- Finalise Terms of Reference (TOR) for Elected Board Members meetings (EBM) to ensure clarity of decision-making roles and responsibilities, and engagement pathways.

Service Delivery Model

3. Improve corporate services capability by leveraging DPE shared services model

- IT strategy and road map scoped
- Information Strategy including Cyber security currently being prepared
- Corporate services capabilities leveraged with DCCEEW

4. Change environmental service delivery model to leverage other agencies

- Review of the LHI Biosecurity Strategy 2022-2024 is currently being undertaken.
- Procurement for the contract biosecurity detection dog/ handler service is currently underway.
- Birdon Biosecurity Management Plan and the Eastern Air Services Biosecurity Management plan are currently being reviewed and updated.
- Planning element taken out of the Senior Environmental Services Manager role. Planning to be taken on externally by external council and managed by Senior Manager Business and Corporate Services.

Next steps:

- An updated workforce strategy to be completed.
- Co-Management plan for the PPP with NPWS to be explored
- Continue to improve corporate services capability by leveraging DCCEEW shared services model:
 - NPWS People Partners
 - NPWS Communication Coordination team
 - DCCEEW Talent Acquisition
 - DCCEEW Organisational Development and Culture
 - DCCEEW Health, Safety & Wellbeing
 - DCCEEW Injury Management
 - DCCEEW Industrial Relations

Organisational Structure, People & Capability

5. Targeted focus on organizational realignment, leadership development and staff engagement

- People and Change Lead role implemented
- Training programmes rolled out in line with DCCEEW HR around the work place culture/ethics/code of conduct etc.
- Executive Assistant role created to support Senior Management Team
- New workforce plan /org chart being developed in line with Delivery/ Operations plans
- Projects Team implemented, project management setup nearing completion
- WH&S Committee established and addressing physical and mental health risks

6. Develop and implement a workforce strategy aligned to service delivery requirements

- Workforce Plan well advanced, awaiting above plans to be finalised
- Training and roll out of MyTalent Plans complete and aligned with operational plan
- Training needs analysis and employee lifecycle review commenced

Next Steps:

- As part of wider organisational structure and capability review, a future decision on the Liquor Store will be made following completion of longer-term strategic documents.

Supporting Assets

7. Optimise use of scarce accommodation and upgrade key assets

- Information collection currently underway with extensive background work to bring together previous relevant scientific studies and research to contribute to the LSPS, LEP Review and Capacity Study.

Next steps:

- LSPS renewal will commence in December 2024.

- LEP Review will follow LSPS finalisation.

Financial Sustainability

8. Increased funding is urgently required from state/federal governments as well as increased local revenue raising

- Capital and ongoing funding for Biosecurity secured
- A resource gap analysis has been conducted on BAU and will contribute to the workforce plan. Once this is fully understood a funding proposal can be drafted.

9. Investment in Key Capital and Opex project

- Significant capital secured for critical infrastructure
- Key capital projects are underway including Critical Infrastructure Project. Projects are supported by external consultants (KPMG, Public Works and APP) and internal coordination of projects is resourced by the project office.

Next steps:

- Revenue review to be completed.
- Following the results of the gap analysis and completion of workforce plan, resourcing plan and financial sustainability plan will be completed. If required, further financial support from government can then be sought.

Attachments

Attachment	Title
Nil	

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Darcelle Matassoni	Senior Project Officer

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Community Strategic Plan and Operational Framework

Recommendations

1. **Approve** The Community Strategic Plan, and Interim Operations Plan
2. **Approve** That the Delivery Program and Service Delivery Commitments (SDC's) are placed on Public Exhibition

Background

The Lord Howe Island Board (LHIB) has not had an active operational plan since 2020. The Efficiency and Effectiveness Review (EER) concluded that implementing a strategic planning framework, such as the Integrated Planning and Reporting (IP&R) Framework, is essential for the efficient and effective delivery of services on Lord Howe Island.

Consistent with this framework, plans have been developed through a thorough analysis of current practices, workforce capacity, and service delivery needs. In creating this plan, we assessed community needs as outlined in the Community Strategic Plan (CSP) (Attachment A), while also considering regulatory requirements, and insights from the EER review.

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework is an important tool for ensuring compliance with statutory requirements, including the Local Strategic Planning Statement (LSPS) and the Local Environmental Plan (LEP). By aligning community, government, and legislative priorities, the framework enhances transparency and adaptability in long-term decision-making processes.

The IP&R Framework also supports key operational improvements as highlighted in the 2022 Efficiency and Effectiveness Review and ensures that planning procedures are continually aligned with best practices and are responsive to the changing needs of the community.

Delivery Plan (DP)

- The Delivery Program (DP), (Attachment B), details how Business As Usual (BAU) and Projects provided by the LHIB will contribute to the Community Strategic Plan (CSP) over a four-year period (2025–2029).

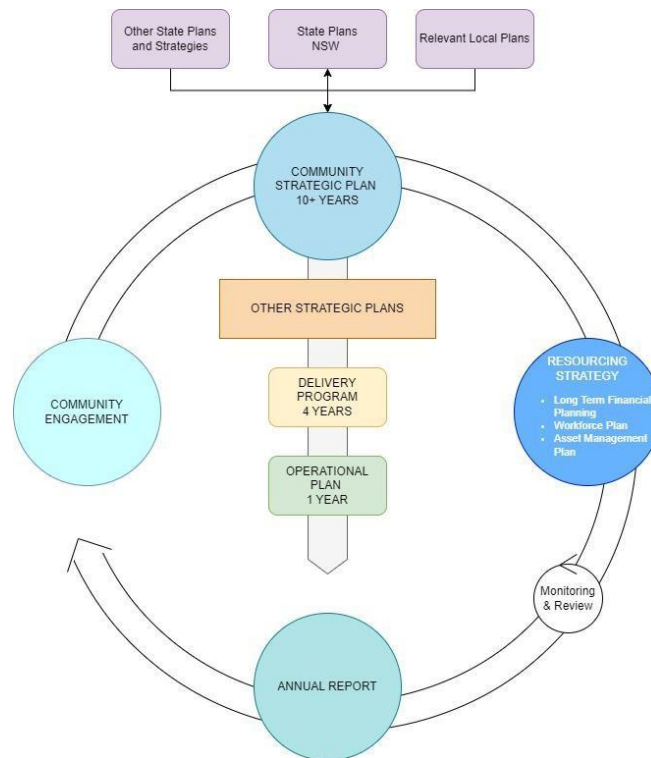
- The DP serves as an essential reference for LHIB staff and community members, providing clarity on the activities undertaken to support regulatory obligations, government priorities and the community’s vision and priorities.

Operations Plan (OP)

- The Operations Plan (OP), (Attachment C), offers a comprehensive one-year plan specifying the outputs, activities, and performance measures necessary to implement the strategies outlined in the DP. Attachment C is an interim plan to be reviewed post the Delivery Plan and SDC consultation period, then refreshed annually.

Service Delivery Commitments (SDCs)

- Service Delivery Commitments (SDCs) in Attachment D clarify the specific BAU commitments the LHIB makes to ensure high-quality service delivery.
- These commitments define the standards and targets for service delivery, ensuring that community needs and regulatory requirements are prioritised and effectively met.



Together, these components of the IP&R Framework will facilitate a cohesive approach to service delivery, reinforcing the LHIB's commitment to transparency, accountability, and responsiveness to the Lord Howe Island community and legislative requirements.

Organisational Planning

The creation of the Delivery Program and Operation Plans was a comprehensive process that drew from multiple sources, including the findings of the 2022 Efficiency and Effectiveness Review, the Community Strategic Plan (CSP), the People Matter Employee Survey (PMES) and insights from previous operations planning and lessons learnt.

By analysing the operational task list, recognising the impending technology upgrades and continued resourcing challenges, areas for improvement were identified that align with LHIB's legislative obligations. Business enhancements required to adapt to the changing needs of the island community and environment were also identified.

Operational Implementation

Timeframes have been established to ensure operational and budget alignment with the IP&R Framework by financial year 2025/26. This alignment will be supported through systematic monitoring and evaluation processes and utilising Strategic Planning Software as the primary tool for tracking progress and reporting against strategic objectives.

Key Issues

The EER established that all services provided by the Lord Howe Island Board (LHIB) are essential and cannot be discontinued. It also identified a budget shortfall to meet all requirements. As a result, the Delivery Program and Operations Plans are developed with this assumption in mind.

To further inform these plans, a basic capacity review was conducted to assess the LHIB's ability to deliver services. The findings from this review reveal that due to resource limitations, the LHIB is currently operating at 40% under required capacity to deliver on all responsibilities, highlighting the need for strategies to bridge these gaps and enhance service delivery. Core strategies that are already being implemented will be further embedded including employment of locals, improvement to recruitment and procurement timeframes, outsourcing to the mainland and contractors where appropriate, and continuing to advocate for increased core budget.

Next Steps

- A Resourcing Plan (incorporating the Workforce Plan), Asset Management Plan and Financial Sustainability Plan are final steps to complete the set of planning documents that are required to ensure operational effectiveness into the future. These plans are under development.
- Software upgrade implementation (Authourity upgrade and Strategic Planning Software) will allow increased ability to plan for, track and monitor performance and delivery. Further refinement of the SDC's may be required in the future.

Attachments

Attachment	Title
A	Lord Howe Island Community Strategic Plan
B	LHIB Draft Delivery Plan
C	LHIB Operations Plan
D	LHIB Draft Service Delivery Commitments

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Darcelle Matassoni	Senior Project Officer



DRAFT

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 14.55km² 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.

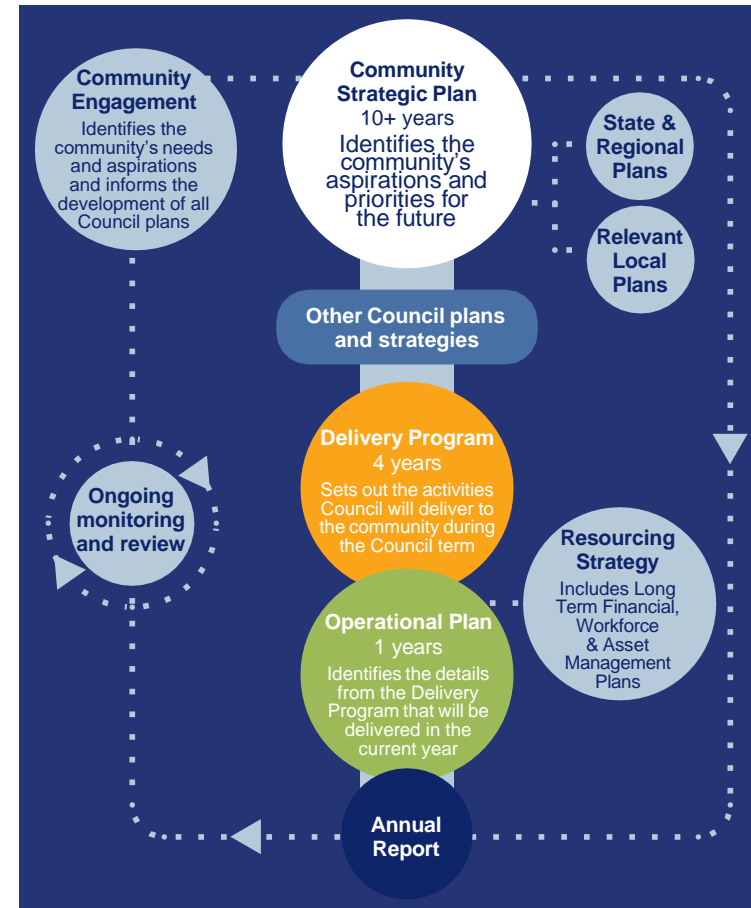


Figure 1: NSW Government's Integrated Planning and Reporting framework (Oice of Local Government, NSW Government)

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

Health and wellbeing



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

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:
1.2 We support older community members on the Island.	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 Health of 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 Health of and Aged Care
1.3 We are aware of the range of healthcare available.	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
1.4 We live healthy and well.	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:
2.1 Our natural environment is secured and protected.	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
	2.2 We take pride in respecting and enhancing our natural environment.	2.2.1 Acknowledge the historical efforts of the community in environmental stewardship and support ongoing collaboration.
	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:
3.1 We have a range of education facilities for people of all ages.	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:
4.1 The unique Island culture is supported and encouraged.	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
4.2 Island culture and heritage has longevity.	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:
5.1 We have diverse local employment available for people living on the Island.	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
5.2 We support local businesses.	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:
5.3 Our tourism industry is sustainable.	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
5.4 The town centre is a vibrant and successful centre of the Island.	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:
6.1 Housing on the island is accessible and diverse.	6.1.1 Plans and policies promote diverse and lexible housing options.	LHIB, DPHI
	6.1.2 Ensure businesses have a sustainable level of staff accommodation.	LHI Businesses, LHIB
6.2 Our land is used in the most appropriate way.	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:
6.3 Community members understand planning processes.	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:
7.1 Access to the mainland is sustainable, reliable, and affordable.	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
7.2 Our transport network meets the needs of the community and visitors.	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:
7.3 Our infrastructure and transport is climate conscious.	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
7.4 Our infrastructure assets are well-maintained.	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:
7.5 We maintain infrastructure in line with population numbers and visitors.	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
7.6 We can access goods from the mainland.	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:
8.1 Our decision making processes focus on the community.	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
8.2 We have an informed and engaged approach to decision making.	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
8.3 We are knowledgeable about what is happening on the Island.	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:
9.1 We participate in our community.	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
9.2 We feel safe on the Island.	9.2.1 Strengthen disaster management preparedness and understanding of emergency response plans.	Oice 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:
9.3 Our community is harmonious, cohesive and inclusive.	9.3.1 Support volunteers to drive positive change in the community.	Oice 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
9.4 We have a wide range of entertainment available.	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 relected in the Plan and the corresponding State and global plan or policy the Plan complements.

	STATE	GLOBAL
Matters of interest	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.
Plans and policies	<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.

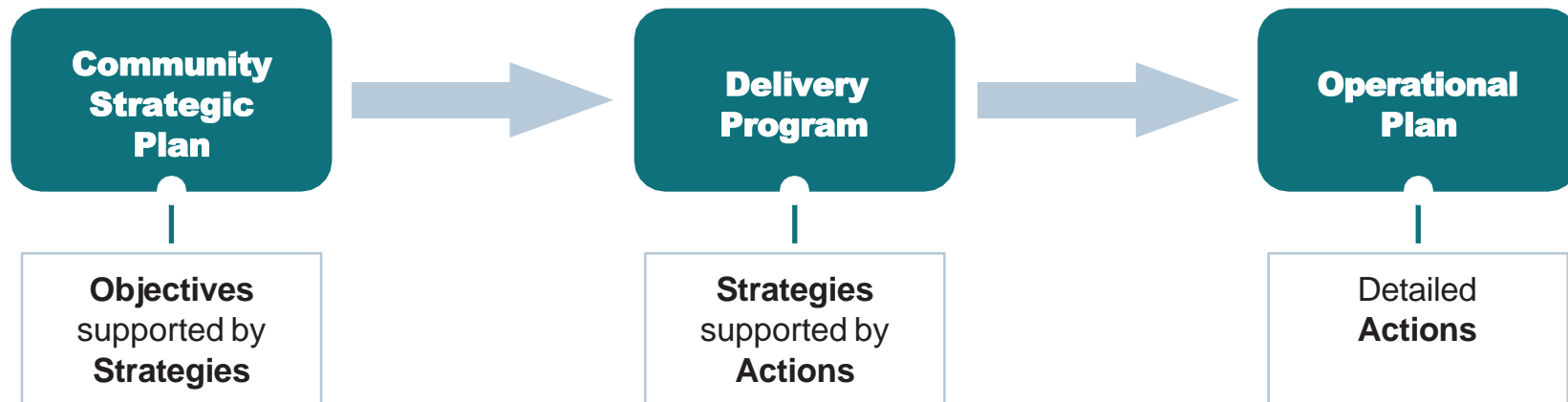


Figure 3: Integrated Planning Framework: Aligning Objectives, Strategies, and Actions

EXAMPLE ACTION IMPLEMENTATION

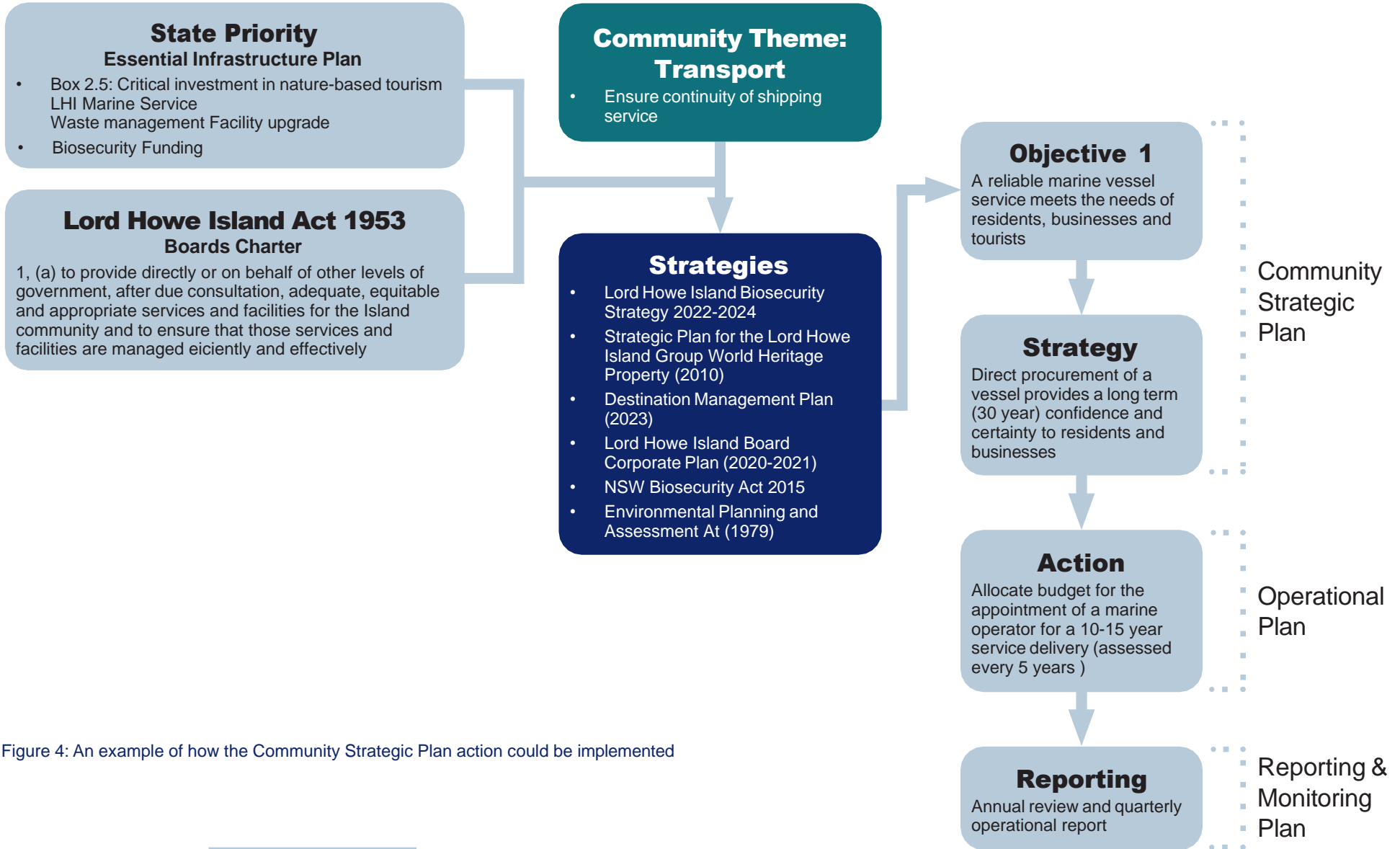


Figure 4: An example of how the Community Strategic Plan action could be implemented









Delivery Program

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.

Introduction

The Lord Howe Island Board is established under the Lord Howe Island Act 1953 (the Act). The Act sets out the Board's Charter to guide how the Board:

- Supports the local community
- Protects and preserves the environment
- Supports the Island's economy
- Manages land uses
- Provides and maintains infrastructure and services.

The Delivery Program is a strategic document that supports the Board's Charter by providing a framework and direction for the Lord Howe Island Board (LHIB) over 4 years.

It has been developed to support the Community Strategic Plan (CSP). The CSP provides a 10-year vision for the Island that is based on feedback from community members, community groups and stakeholders. It includes long-term aspirations and strategies to reach that vision.

Purpose

This Delivery Program (DP) describes how our planned projects and the services we deliver will help to achieve the goals and objectives outlined in the Community Strategic Plan (CSP).

To work towards achieving the CSP, we have been developed the following documents:

- A 4-year strategic direction for LHIB staff and community members in the Delivery Program.
- A 1-year detailed action plan for LHIB staff in the Operations Plan.

The DP will be a key point of reference for LHIB staff and community members to understand all the activities delivered by LHIB from 2025–2029. It is key to ensuring that the LHIB's efforts are focused and aligned to achieve agreed strategic goals for the Board and the Lord Howe Island community.

The DP will guide the Operations Plan (OP), which provides a detailed 1-year plan for activities delivered by LHIB. The Operations Plan identifies specific outputs, activities and measures that will ensure the strategies of the DP are achieved.

At the end of each financial year, overall performance against the Operational Plan targets and the Delivery Program are reported to the Board and the community through the LHIB's Annual Report.

Essentially, the Island's is our long-term plan, the DP is LHIB's plan, and the OP is our short-term plan (Figure 1).

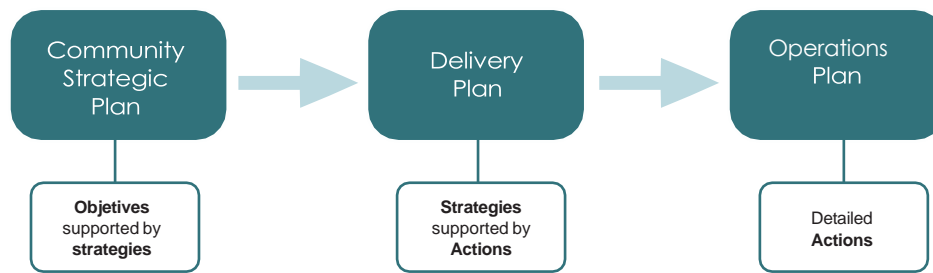


Figure 1: Integrated Planning Framework: Aligning Objectives, Strategies, and Actions

Priority themes identified in the CSP

During community engagement on the draft CSP, we learnt that there are a lot of things community members love about living on LHI, but there are also some areas that are priorities for change. The Delivery Program has been developed to make sure that projects and activities being delivered by LHIB are heading toward meeting the objectives for change described in the CSP.

Our vision for Lord Howe Island is 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.

In the CSP, we identified 9 priority themes that will guide us toward achieving that vision. Those themes are:

1. Health Wellbeing
2. Environment
3. Education
4. Culture heritage
5. Economy employment
6. Housing development
7. Infrastructure transport
8. Decision making
9. Community building

Each of these priority themes have their own vision that we are aiming to reach in support of the overall community vision. For more detail about how we deliver the services in each priority theme and the projects we have planned, see Appendix A.

Legislation and Policies

The Board and it's officers are required to comply with several pieces of legislation, including:

- Animal Diseases and Animal Pests (Emergency Outbreaks) Act 1991
- Australian Passports Act 2005 · Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2021
- Food Act 2003 · Heritage Act 1977
- Lord Howe Island Regulation 2014
- Plant Diseases Act 1924
- Protection of the Environment Operations Act 1997
- Public Sector Employment and Management Act 2002

1. Health and Wellbeing



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.

Strategies we are working toward delivering:

1.1 We have fair and equal access to essential healthcare services.

1.1.6 *Advocate for access to government health programs (e.g. dentist).*

1.2 We support older community members on the Island.

1.2.1 *Provide resources and support for seniors to age at home and Adventist Aged Care.*

1.2.2 *Support and maintain accessibility to in-home care.*

1.3 We are aware of the range of healthcare available.

1.3.2 *Undertake a needs analysis to determine current and future health needs of our community.*

1.4 We live healthy and well.

1.4.1 *Ensure long-term access to nutritious food.*

Key Delivery Partners:

Primary Partner:

Private General Practice (VMO for SESLHD)

Support Partners:

SESLHD

NSW Department of Health and Aged Care
LHI Businesses

NSW Department of Communities and Justice
NSW Police

Lord Howe Island Board

VMO

CESPHN

Key Documents:

Lord Howe Island Act 1953 (Board Charter
(5,1 (a))

Emergency Management Plan (EMPLAN)

On-site Wastewater Management Strategy
2015

Quality Assurance Program – Drinking Water

Services we deliver under this theme:

Public health

Emergency services

Asset management

Advocacy

Projects we have planned under this theme:

Health Services Support Business Case

2. Environment



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.

Strategies we are working toward delivering:

2.1 Our natural environment is secured and protected.

- 2.1.1 *Maintain the Permanent Park Preserve using best practice approaches.*
- 2.1.2 *Maintain the Marine Park using best practice approaches.*
- 2.1.3 *Maintain our World Heritage status.*
- 2.1.4 *Protect, preserve and regenerate environmentally sensitive areas and high conservation areas.*
- 2.1.5 *Communicate with visitors about how to best interact with the unique natural environment of the Island.*
- 2.1.6 *Develop a climate change strategy to plan for a resilient future.*
- 2.1.7 *Maintain sustainable biosecurity measures to prevent introduction and spread of invasive species.*

2.2 We take pride in respecting and enhancing our natural environment.

- 2.2.1 *Acknowledge the historical efforts of the community in environmental stewardship and support ongoing collaboration.*
- 2.2.2 *Educate residents, visitors and seasonal staff about the natural environment and our joint responsibility to protect it.*
- 2.2.3 *Collaborate with researchers to understand the environment and encourage them to incorporate citizen science in relevant studies.*

Key Delivery Partners:

Primary Partner:

Lord Howe Island Board

Support Partners:

Department of Climate Change, Energy, the Environment and Water (DCCEEW)
Australian World Heritage Advisory Committee (AWHAC)
LHI Community
LHI Tourism Operators
LHI Visitors
Marine Park

Key Documents:

Lord Howe Island Act 1953 (Board Charter (5,1 (e))
Lord Howe Island Biodiversity Management Plan (BMP)
Lord Howe Island Permanent Park Preserve Plan of Management (PPPPoM)
Lagoon Foreshore Management Plan
Lord Howe Island Biosecurity Strategy 2022-2024
Lord Howe Island Weed Management Strategy 2016–2025
Scientific Research Policy
Vegetation Rehabilitation Plan
Walking Track Strategy 2017
Lord Howe Island Local Environment Plan 2010

Services we provide under this theme:

World Heritage
 Biosecurity
 Environmental Management and Compliance
 Walking Tracks
 Land Planning
 Research and Research Facility

Projects we have planned under this theme:

African Big Headed Ant Control and Eradication
 Biosecurity Dog Area Interim Solution
 Biosecurity Network Review and Upgrades
 Biosecurity Dog Kennels
 Biosecurity Infrastructure Upgrade
 Biosecurity Management Plans including Incursion Response for Key Stakeholders
 Key Stakeholders
 Fruit Fly Eradication Assessment
 HPAI (Avian Flu) incursion plan
 Phytophthora Management
 PMQ Biosecurity Dog Team Procurement
 Termite Control and Eradication Project
 Scientific Report/ Report Management Setup
 Biodiversity Management Plan (BMP) including Biodiversity
 Benefits Monitoring Plan and research priorities
 Purchase of an RTK unit (higher-accuracy GPS unit)
 Drone Project Trial
 Helicopter Lance Operations
 Helicopter Winch Operations
 Medira Vine Project
 WEP Volunteer Program
 Climate modelling
 EcoPass permit process review
 Mooring Review - Monitoring & Maintenance
 Research Facility Booking Platform
 Environmental Advisory Committee
 Balls Pyramid - Phasid habitat project
 Biosecurity BootScub Bays
 Foreshore Management Plan review

Service Delivery Items for Delivery Plan

Environment	20	World Heritage	10% per Year	World Heritage Strategy Progress
	21	Biosecurity	100%	Biosecurity Strategy Delivered
			Effort vs Find	Biosecurity Matter Intercepted
			Targets for Priority Projects Listed	Eradication/Control Progress on Priority Projects
	22	Environment / Biodiversity	4	Number of Critical Species Monitored
			10% per Year	Biodiversity Management Plan Progress
			500 per Year	Weed Control
			Maintain or <80% Original Extent	Weeds Removed, Changes in Populations

3. Education



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.

Strategies we are working toward delivering:

3.1 We have a range of education facilities for people of all ages.

3.1.4 *Identify skills gaps and future-proof the workforce through education and training initiatives.*

Key Delivery Partners:

Primary Partners:

Lord Howe Island Central School
NSW Department of Education

Support Partners:

LHI Isolated Childrens Parent’s Association
LHI Community
Department of Regional NSW
Lord Howe Island Board

Key documents:

Lord Howe Island Act 1953
(Board Charter (5,1 (b)))

Services we provide under this theme:

Asset Management
Advocacy
Workforce Plan

4. Culture and Heritage

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



Strategies we are working toward delivering:

4.1 The unique Island culture is supported and encouraged.

- 4.1.2 *Promote educational programs and events that raise awareness of local history, culture and heritage.*
- 4.1.3 *Promote pride in heritage and culture through events (e.g. Discovery Day).*

4.2 Island culture and heritage has longevity.

- 4.2.1 *Preserve and celebrate landmarks, artifacts and cultural traditions.*
- 4.2.2 *Provide opportunities to celebrate ancestry and support cultural spaces.*

Partners in working towards the culture and heritage vision:

Primary Partners:

LHI Historical Society and Museum

Support Partners:

LHITA

Lord Howe Island Board

LHI Tourism Operators

LHI Community

Heritage NSW

Department of Climate Change, Energy, the Environment and Water (DCCEEW)

Key Documents:

Signage Policy

Destination Management Plan 2024-2034 (LHITA)

PPP Plan of Management

Biodiversity Management Plan

Walking Track Strategy 2017

Services we deliver under this theme:

Preservation of Culturally Significant Landmarks and Spaces

Preservation of Cultural and Heritage Listed Artifacts

Support for Cultural Events (e.g. Discovery Day)

Support for Thompson Graveyard Project

Projects we have planned under this theme:

Signage Review and Upgrade Project (Including cultural information)

Discovery Day Support

Support for Thompson Graveyard Project

5. Economy and Employment



Community members thrive within a diverse and resilient local economy. We empower community members to contribute meaningfully to the prosperity of the Island.

Strategies we are working toward delivering:

5.1 We have diverse local employment available for people living on the Island.

5.1.1 *Support local businesses to sustainably provide a range of goods and services.*

5.1.2 *Support diverse work arrangements and opportunities for community members.*

5.2 We support local businesses.

5.2.1 *Provide support to help local businesses thrive.*

5.3 Our tourism industry is sustainable.

5.3.1 *Maintain bed license cap at 400 beds*

5.3.4 *Provide quality opportunities for visitors to appreciate Island values while minimising negative impacts.*

5.4 The town centre is a vibrant and successful centre of the Island.

5.4.1 *Support community events and activities located in the town centre.*

Key Delivery Partners:

Primary Partner:

Lord Howe Island Board

Lord Howe Island Tourism Association (LHITA)

Support Partners:

LHI Businesses

LHI Community

Key documents:

Lord Howe Island Act 1953 (Board Charter (5,1 (g)))

Destination Management Plan 2024-2034

Business License for the Provision of Long-Term Accommodation Policy

Services we deliver under this theme:

Business Licencing (including bed licences)

Walking Tracks

All supporting Island Infrastructure

Transport Contracts (Airline and Marine Freight)

Liquor Licensing

Projects we have planned under this theme:

Airline Renewal (Long Term)

Review Crown Award

Workforce Plan

Revenue Review

Service Delivery Items for Delivery Plan

Economy and Employment	9	Tourism Promotion	16000	Arrival Numbers
			80%	Satisfaction rating
			90% Progress Against Annual LHIB Actions	DMP Progress
	10	Liquor Store	80%	Business Service Satisfaction
	11	Commercial Leases	5%	ROI
			100%	Rent Charged at Valuation
			3 or Above	Condition Score

6. Housing and Development



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.

Strategies we are working toward delivering:

6.1 Housing on the island is accessible and diverse.

- 6.1.1 *Plans and policies promote diverse and flexible housing options.*
- 6.1.2 *Ensure businesses have a sustainable level of staff accommodation.*

6.2 Our land is used in the most appropriate way.

- 6.2.1 *Development assessment considers social, environmental and legislative requirements to understand overall impact.*
- 6.2.2 *Assess the Island's capacity for sustainable development and population growth.*

6.3 Community members understand planning processes.

- 6.3.1 *Develop community awareness and provide information and training on development planning processes on the Island.*
- 6.3.2 *Engage with community members about significant projects.*
- 6.3.3 *Ensure development processes are timely and efficient.*

Key Delivery Partners:

Primary Partner:

Lord Howe Island Board

Support Partners:

Department of Planning, Housing and Infrastructure (DPHI)
LHI Businesses

Key Documents:

Lord Howe Island Act 1953 (Board Charter (5,1))
Lord Howe Island Local Environment Plan 2010
Development Assessment Policy
Development Control Plan 2005
Lord Howe Island Regulations 2014
Local Strategic Planning Statement (in development)

Services we provide under this theme:

Lease Administration and Compliance
Land Use Planning

Development Assessment
Land Management

Projects we have planned under this theme:

BOM Permissive Occupancy Return Finalisation
Health Services Support Business Case
Land/Cadastral Information Review
Street Number Project
Project A – Master Planning
Capacity Study
LEP Review
Local Strategic Planning Statement

Service Delivery Items for Delivery Plan

Housing and Development	23	Lease administration	100%	Compliance with Act
			As per Dept of planning standards	Response Time
	24	Development Applications	100%	Compliance with Legislation
			As per Dept of planning standards	Processing Time, Application Accuracy

7. Infrastructure and Transport



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.

Strategies we are working toward delivering:

7.1 Access to the mainland is sustainable, reliable, and affordable.

- 7.1.1 *Advocate for reliable air transport.*
- 7.1.2 *Monitor ongoing performance of air transport options.*
- 7.1.3 *Ensure transport to the mainland is accessible and affordable for locals.*

7.2 Our transport network meets the needs of the community and visitors.

- 7.2.1 *Provide a safe and well-maintained road network.*
- 7.2.2 *Plan for a sustainable range of on-Island transport options.*
- 7.2.3 *Create a vehicle strategy to understand needs and provide sustainable and appropriate Island transport solutions.*

7.3 Our infrastructure and transport is climate conscious.

- 7.3.1 *Investigate the best approach to shift the Island's energy supply from fossil fuels to renewable sources.*
- 7.3.2 *Explore options to enable private solar installation.*

7.4 Our infrastructure assets are well maintained.

- 7.4.1 *Maintain critical infrastructure (including waste, water, electricity, airport, jetty) to support community need and economic activity.*

7.5 We maintain infrastructure in line with population numbers and visitors.

- 7.5.1 *Provide accessible and well-maintained community facilities that can be adapted for a variety of uses.*
- 7.5.2 *Maintain amenities and public facilities (including lawns, BBQ areas, gardens).*
- 7.5.3 *Support development and maintenance of technological infrastructure, as desired.*

7.6 We can access goods from the mainland.

- 7.6.1 *Ensure freight service is regular, reliable and affordable.*
- 7.6.2 *Monitor and report on ongoing performance of freight services.*

Key Delivery Partners:

Primary Partner:

Lord Howe Island Board

Support Partners:

TfNSW

Air Service Providers

LHI Business owners

LHI Community

DCCEEW

Department of Regional NSW

Freight Providers

Key Documents:

Lord Howe Island Act 1953 (Board Charter (5,1 (a)))

LHIB Electricity Network Safety Management System

On-site Wastewater Management Strategy 2015

Services provide under this theme:

Asset Management

Road Network

Visitor and Public Facilities

Airport Management and Maintenance

Waste Management

Wharf Management and Maintenance

Electricity Network Maintenance

Emergency Services

Projects we have planned under this theme:

Asset management

Airport Pavement Assessment - Funding Strategy

Asset management – Systems set-up

Designs x 3 (Renovations)

ENSMS Review and Automated Risk Register and Training Schedule

Exterior Building Envelope Renovation (BB & Diamonds Shop)

Firefighting Upgrades

Furniture Review

Future of The LHI Liquor Store

Historical Maintenance

Jetty Fender Replacement

Kitchen & Bathroom Renovation (Doll's House)

Kitchen & Heritage Window Replacement (TC Douglas House)

Kitchen Renovation (Doctors Residence)

Lot 44 Amenities

PO at Satellite

Public Safety Assessment

Replacement of New Plant Items (Telehandler)

Signage Project

Standby Generator

Critical infrastructure planning

Project B – Waste Management

Project D – Shipping

Community infrastructure upgrades with grant funding

CBD Public Amenities

Community Hall upgrade

Middle Beach Stairs

Skatepark

Roads

Anderson Rd – Current Construction

LHIB Depot reseal

Cattle grids and drainage for the Liquor Store

Funding for pothole repairs

Energy

Solar Finalisation

WEP

Drone Project

Helicopter Lance Operations

Helicopter Winch Operations

Mooring Review - Monitoring & Maintenance

RTK unit (higher-accuracy GPS unit)

Service Delivery Items for Delivery Plan

Infrastructure and Transport	12	Road Network	At or Above High (major roads) & Moderate (minor roads)	Condition assessment in line with IPWEA guidelines
			100%	Road Network Maintained
			3%	Road Network Renewed
	13	Assets (Buildings, Plant and equipment)	At or Above Good	Condition Assessment in Line with IPWEA Guidelines
			100%	Planned and Responsive Maintenance Complete
			95%	Availability
	14	Waste Management	100%	Licensing Compliance
			80%	Customer Satisfaction
			YOY Reduction	Waste Left on Island at Annual Inventory
	15	Visitor/Public Facilities	100%	Maintenance Completed (Including Walking Tracks)
			99%	PPP - Walking Track Availability
			80%	Customer Satisfaction
	16	Parks and Gardens	90% within Service Standard	Condition Assessment in Line with IPWEA Guidelines
			80%	Customer Satisfaction
	17	Airport	100%	Compliance
			99%	Availability
	18	Wharf	99%	Availability
	19	Electricity	99%	Availability of Service
			75%	Solar Performance (Performance Ratio)

8. Decision Making



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

Strategies we are working toward delivering:

8.1 Our decision-making processes focus on the community.

8.1.1 *Provide equitable access to all LHIB services.*

8.1.2 *Ensure appropriate social impact evaluations and community engagement informs decision-making processes.*

8.2 We have an informed and engaged approach to decision making.

8.2.1 *Engage community members in projects, decisions and approvals made by LHIB.*

8.2.2 *Promote transparency in Board processes and decisions.*

8.3 We are knowledgeable about what is happening on the Island.

8.3.1 *Provide a central method of communication for community members to access information from LHIB.*

8.3.2 *Facilitate understanding about community, cultural and historic context for new staff.*

Key Delivery Partners:

Primary partner:

Lord Howe Island Board

Key Documents:

Lord Howe Island Act 1953

Community Strategic Plan 2024-2034

LHI Regulations 2014

Local Environment Plan 2010

Community Engagement Strategy

Service Delivery Commitments

Delivery Plan

Operations Plan

Services we provide under this theme:

Board Meetings

Audits and Reviews

Customer Service and Complaints

Work Health and Safety Systems

Projects we have planned under this theme:

Workforce Plan

Implementation of Strategic Planning Software

Policy Review

LEP Review

Project Management Team and Procedure Setup

Information Technology Strategy

Review of LHI Regulations 2014

Upgrade of Financial System (Authority)

Upgrade Cyber Security & Data Management

Capacity Study

Geospatial Strategy - Implementation Plan

Phones training and implementation

Service Delivery Items for Delivery Plan

Decision Making	1	Board Meetings	4 per Year	Number per Year
	2	ARC Meetings	4 per Year	Number per Year
	3	Annual Audit	100%	Recommendations Closed
	4	Customer Service	20% Increase	Customer Satisfaction
			21 Days	Processing Time
	5	Ministerials	100% within Applicable Timeframe	Response Time
	6	Complaints	100% within Timeframes Set by DCCEEW	Response Time
			<40 per Year	Number of Complaints
	7	Monitoring and Enforcement	100%	Breaches Investigated & Managed
			4 Weeks	Timeframe to Investigate
	8	WHS	90%	Training Plan Actions Undertaken
			100%	Incidence Reported Within Timeframe
			100%	Investigations Conducted for Serious and high potential incidents
			100%	#Action Items Closed, Long Term Cases Reviewed Monthly
		< 38 Hours	Lost Time Injuries	

9. Community Building



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

Strategies we are working toward delivering:

9.1 We participate in our community.

9.1.1 Support community groups, organisations and service clubs with different focuses and interests.

9.1.2 Optimise the use of all shared spaces for enhanced community benefit.

9.2 We feel safe on the Island.

9.2.1 Strengthen disaster management preparedness and understanding of emergency response plans.

9.3 Our community is harmonious, cohesive and inclusive.

9.3.1 Support volunteers to drive positive change in the community.

9.3.2 Strengthen inclusion and foster community participation of people of all ages, abilities and identities.

9.3.3 Support responsible pet ownership and animal welfare needs balancing community and environmental needs.

9.4 We have a wide range of entertainment available.

9.4.1 Support volunteers to drive positive change in the community.

9.4.2 Develop and support entertainment options.

9.4.3 Support inclusive community events and gatherings.

Key Delivery Partners:

Primary Partner:

LHI Community

Support Partners:

Lord Howe Island Board

Community Groups

Office of Emergency Management

NSW Police

SES

RFS

Marine Rescue

LHIMP

VMO

Department Communities and Justice

NSW Health

LHI Churches

LHI Pet Owners

DNSW

DNC

LHITA

Key Documents:

Lord Howe Island Act 1953 (Board Charter (5,1))

Shared space policy (in development)

Community Calendar of events

Emergency Management Plan (EMPLAN)

Services we provide under this theme:

Events and Entertainment Support an Spaces

Emergency communications network

(Radio Network)

Local Emergency Management Committee

Coordination

Support for Community Grants Applications

Supporting Infrastructure

Service Delivery Items for Delivery Plan

Community Services	25	Public Health	Within NSW Health Quality Guidelines	Water Quality
			Annual checks	Food Safety
	26	Emergency Services	Quarterly meetings	LEMC Meetings Held
			100% response to LHIB involved Consequent Management Guides	Incidents Responded to (Number and Type)
			100% Annually and on report	Emergency Equipment Maintained
	27	Community Services	2	Number of Events Supported
			75%	Community Satisfaction
			Bi-annual Meetings and as Required	Advocacy for Priority Services
			80% Satisfaction	Communications Satisfaction

LHI Operational Plan 2024-2025



SCD Table

CSP Theme	SDC	Service	Target	Indicator	Indicator #
Decision Making	1	Board meetings	4 Per Year	Number per year	1.1
	2	ARC meetings	4 per year	Number per year	2.1
	3	Annual audit	100%	Recommendations closed	3.1
	4	Customer Service	20% Increase	Customer satisfaction	4.1
			21 days	Processing time	4.2
	5	Ministerial	100% within applicable timeframe	Response Time	5.1
	6	Complaints	100% within timeframes set by DCCEEW	Response time	6.1
			<40 per year	Number of complaints	6.2
	7	Monitoring and Enforcement	100%	Breaches investigated & managed	7.1
			4 Weeks	Timeframe to investigate	7.2
	8	WHS	90%	Training plan actions undertaken	8.1
			100%	Incidents reported within timeframe	8.2
			100%	Investigations conducted for serious and high potential incidents	8.3
			100%	#Action items closed; long term cases reviewed monthly	8.4
			< 38 Hours	Lost Time Injuries	8.5
Economy and Employment	9	Tourism promotion	16000	Arrival Numbers	9.1
			80%	Satisfaction rating	9.2
			90% progress against annual LHIB actions	DMP Progress	9.3
	10	Liquor Store	80%	Business Service Satisfaction	10.1
	11	Commercial Leases	5%	ROI	11.1
			100%	Rent charged at valuation	11.2
			3 or above	Condition Score	11.3
Infrastructure and Transport	12	Road network	At or above high (major roads) and moderate (minor roads)	Condition assessment in line with IPWEA guidelines	12.1
			100%	Road Network Maintained	12.2

			3%	Road network renewed	12.3	
	13	Assets (Buildings, Plant and equipment)	At or above Good	Condition assessment in line with IPWEA guidelines	13.1	
			100%	Planned and Responsive Maintenance Schedules met	13.2	
			95%	Availability	13.3	
	14	Waste management	100%	Licensing Compliance	14.1	
			80%	Customer satisfaction	14.2	
			YOY Reduction	Waste left on island at annual inventory	14.3	
	15	Visitor/public facilities	100%	Planned and Responsive Maintenance Schedules met(including walking tracks	15.1	
			99%	PPP - Walking Track Availability	15.2	
			80%	Customer satisfaction	15.3	
	16	Parks and Gardens	90% within service standard	Condition assessment in line with IPWEA guidelines	16.1	
			80%	Customer satisfaction	16.2	
	17	Airport	100%	Compliance	17.1	
			99%	Availability	17.2	
	18	Wharf	99%	Availability	18.1	
	19	Electricity	99%	Availability of service	19.1	
			75%	Solar performance (Performance Ratio)	19.2	
	Environment	20	World Heritage	10% per year	World Heritage strategy progress	20.1
		21	Biosecurity	100%	Biosecurity strategy delivered	21.1
Maintained effort results in decreased find				Biosecurity matter intercepted	21.2	
Targets met for priority projects				Eradication/Control progress on priority projects	21.3	
22		Environment / Biodiversity	4	Number of critical species monitored	22.1	
			10% per year	Biodiversity Management Plan progress	22.2	
			500 per year	Ha. Weed control	22.3	
	Maintain or <80% original extent		Weeds removed, changes in populations	22.4		
Housing and Development	23	Lease administration	100%	Compliance with Act	23.1	
			As per Guideline— Management of Crown Land Leases	Response time	23.2	
	24		100%	Compliance with legislation	24.1	

		Development Applications	As per Guideline— Management of Crown Land Leases	Processing time, Application accuracy	24.2
Community Services	25	Public Health	Within NSW Health Quality guidelines	Water quality	25.1
			Annual checks	Food Safety	25.2
	26	Emergency Services	Quarterly meetings	LEMC Meetings held	26.1
			100% response to LHIB involved Consequent Management Guides	Incidents responded to (Number and Type)	26.2
			100% Annually and on report	Emergency equipment maintained	26.3
	27	Community Services	2	Number of Events supported	27.1
			75%	Community satisfaction	27.2
			Bi-annual meetings and as required	Advocacy for priority services	27.3
			80% Satisfaction	Communications satisfaction	27.4
	Enabling Services	28	Risk Management	100%	Treatment plans implemented in required timeframe
29		IT	99%	Availability time	29.1
30		Records Management	90%	Training provided	30.1
			90%	Compliance with policy (record in system)	30.2
31		HR	increase from 2020	Employee Satisfaction	31.1
			<20	Average No. days vacant ongoing roles	31.2
			<10%	Employee Turnover	31.3
			95%	Leave balances within allowable	31.4
32		Finance	5	Days to month end completion	32.1
			1	Unmodified Audit	32.2
			95	% Aged Debtors managed within 90 days	32.3
33		Project management	> 80	% Delivered on time, within budget	33.1

BCS – BAU

DP Service	Action	BAU Item Ref	What we will deliver	Frequency	Responsibility	What we measure	Collection measure	Report	CSP ref
Board meetings	Hold a minimum of 4 Board meetings per year.	1.1.1	Min 4 Board meetings/ year	Quarterly	CEO	Number of board meetings held per year	Board Meeting Calendar	Governance Report	8.2.2
	Ensure all conflicts of interest of Board members and staff are declared and managed in accordance with the Board's Code of Conduct.	1.1.2	A record of all conflicts of interest declared by Board members.	Annually	EA	Number and type	Register	Governance Report	8.2.2
		1.1.3	A record and report on all Declarations of Pecuniary Interests.	Annually	EA	Number and type	Register	Governance Report	8.2.2
	Ensure appropriate community engagement and consultation opportunities are provided so that community input to decisions and plans is obtained and considered.	1.1.4	A calendar of community engagement programs, Board meetings and other community meetings.	Annually	EA	A calendar is available on the LHIB website by February 1	Website Check	Community Services Report	8.2.2
		1.1.5	A Community Participation Plan	Annually	Communications Officer	Number of community engagements	Comms team to define collection	Community Services Report	8.2.1

Audits and reviews	Work with the Audit and Review Committee (ARC) and auditors.	1.2.1	Reports for ARC and required auditors.	Quarterly	SMBCS	Quarterly reports	Report	Governance Report	8.2.2
		1.2.2	Internal audit work plan	Annually	SMBCS	Internal audit work plan action progress	Report	Governance Report	8.2.2
	Provide relevant and timely advice to Government on matters affecting the management of the island, including review of the Act and Lord Howe Island Regulation.	1.2.3	Briefings and submissions for the Minister, Department and Treasury, as required.	As required	CEO	Number of briefings and submissions issued, Category	Report	Governance Report	8.2.2
	Develop sustainable annual budget.	1.2.4	Sustainable annual budget	Annually	SMBCS	Sustainability of budget - HOW?	Budget Report	Financial report	
	Levy fees and charges at an appropriate level.	1.2.5	Fees and charges align with the Board's decisions.	Annually	SMBCS	Fees and charges updated in line with board decisions	Fees and Charges update - notes change alignment	Governance Report	8.2.2
	Ensure that the services delivered are provided at the appropriate level.	1.2.6	Service levels and service delivery are monitored and reported to the Board.	Quarterly	SMBCS	Service Delivery Commitments, levels met	SDC quarterly report and Dashboard	Governance Report	8.1.1

Customer service and complaints	Provide appropriate services efficiently and effectively to the appropriate service level.	1.3.1	Communication of and access to information improved website information reviewed periodically.	Quarterly	MA	Website information reviewed, number of days since last review	Website data download	Community Services Report	8.3.1
	Maintain or improve customer satisfaction	1.3.2	Complaints are addressed within standard timeframes	Quarterly	MA	Timeframes and complaint levels	Widget download	Compliance Report	8.3.1
		1.3.3	A customer satisfaction survey	Annually	MA	Survey responses	Surveymonkey	Community Services Report	
Monitoring, risk and enforcement	Implement risk management policies and procedures.	1.4.1	Progress against the implementation of risk management policies and procedures is reviewed.	Quarterly	SMBCS	Progress implementation of risk management policies and procedures achieved	Register	Compliance Report	
	Regularly review the Risk Register.	1.4.2	Top priority risks reviewed and mitigated	Quarterly	SMBCS	Progress reports	Risk report	Compliance Report	
		1.4.3	Conduct review of Risk Register.	Annually	SMBCS	Review and update Risk Register	Register	Compliance Report	
	Implement the Business Continuity Plan to ensure Board	1.4.4	Business Continuity Plan (BCP) reviewed and tested.	Annually	SMBCS	Business Continuity Plan (BCP) reviewed and tested.	BCP Review date	Compliance Report	

	services continue to be delivered should a significant event occur.								
	Monitor ongoing performance of air transport options.	1.4.5	Negotiate data collection	Quarterly	SMBCS	Review complete	Airline Performance Report	Community Services Report	7.1.2
	Monitor ongoing performance of freight transport options.	1.4.6	Negotiate data collection	Quarterly	SMBCS	Review complete	Shipping Performance Report	Community Services Report	7.6.2
Tourism promotion	Maintain and enhance the sustainable tourism 'product' through service delivery.	1.5.1	Infrastructure, engineering and environmental services to support tourism.	Ongoing	SMBCS	Number of visitors + IES Report on maintenance actions, amenities and downtime	Data from IES Asset Report	Business and Tourism report	5.3
	Work in partnership with LHI Tourism Association (LHITA), Destination NSW and other bodies in the ongoing implementation of the Destination Management Plan (DMP)	1.5.2	Implement LHIB DMP actions. Regular engagement and information sharing with LHITA.	Quarterly	SMBCS	Progress of actions, number of engagements	DMP Review	Business and Tourism report	5.3.4

Economic development	Work with business regarding options and plans for sustainable business growth.	1.6.1	Support for local business development.	Annually	SMBCS	Number of support opportunities offered, Number of businesses engaging/ accessing support		Business and Tourism report	5.1.1, 5.2.1
	Pursue avenues of funding to implement economic development projects.	1.6.2	Pursue and report on funding opportunities.	Annually	SMBCS	Funding applied for vs. funding received	Financial report	Financial report	
	Develop and maintain contemporary policies to aid sustainable development.	1.6.3	Periodic review of policies to ensure contemporary practice and reduce red tape.	Per Policy	SMBCS	Progress on policy review	Register	Governance Report	
Business operations	Operate the LHI Liquor Store.	1.7.1	Surplus revenue to support service delivery.	Annually	SMBCS	P&L Statement for profit	Liquor Store report	Financial report	
	Manage Tourism Bed Licenses	1.7.3	Maintain bed license cap at 400 beds	Annually	SMBCS	Bed licenses active	Register	Business and Tourism report	5.3.1
	Manage LHIB Commercial Facilities	1.7.5	Commercial leases revalued and annual CPI	Every 3 years	SMBCS/ SMIES	Date leases revalued, increases applied	Evaluation report	Asset Report	

			increases applied.						
Advocacy	Advocate for reliable and affordable air transport.	1.8.1	Work with TfNSW to ensure continuous access to service	Annually	SMBCS	Service status	Stakeholder review	Asset Report	7.1.1
	Advocate for reliable and affordable freight transport.	1.8.2	Work with Government to ensure continuous access to service	Annually	SMBCS	Service status	Stakeholder review	Asset Report	7.6.1
Records management	Information management	1.9.1	Record keeping responsibilities training provided to all relevant staff.	Annually	SMBCS	Training completed	Register	Training and recruitment report	8.2.2
Staff management and human resources	Attract, develop and retain an effective workforce that delivers required outcomes.	1.10.1	Implement required recruitment process.	Quarterly	SMBCS	Number of recruitments, recruitment time	Register	Training and recruitment report	5.1.2
		1.10.2	Induction pack includes understanding about community, and cultural and historic context for new staff.	Quarterly	SMBCS	Induction pack completed	Register	Training and recruitment report	8.3.2

		1.10.3	An increase in employee satisfaction		SMBCS	PMES Scores	PMES Report	Training and recruitment report	
		1.10.4	Training programs provided in line with the training budget.	Quarterly	SMBCS	List of training opportunities and training undertaken	Register	Training and recruitment report	
	Provide workplaces that ensure the health, safety and welfare of employees and members of the public.	1.10.5	Review WH&S Management Plan.	Annually	CEO	Date review undertaken	WH&S Report	Compliance Report	
		1.10.6	Review incidents and injuries.	Annually		Accident and incident reports filed, time open, level of report	WH&S Report	Compliance Report	
		1.10.7	Ensure safe work procedures and training requirements are in place.	Annually		CAMMS reporting safety levels adhered to	WH&S Report	Compliance Report	
	Ensure that Work and Development Plans are completed for all staff.	1.10.8	Implement MyTalent plans for all employees	Bi-Annually	CEO	Implement Work and Development Plans	Register	Training and recruitment report	
IT	Implement ICT policies and procedures.	1.11.1	Policies developed and implemented	Annually	MADMIN	Date policies implemented	Register	Governance Report	

	Support and maintain corporate ICT.	1.11.2	Systems operational 99% of the time during business hours.	Annually	MADMIN	Systems reports, downtime, number of updates, current status of hardware and software updates	System data	IT Report	
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IES – BAU

DP Service	Action	BAU Item Ref	What we will deliver	Frequency	Legislative requirement	Responsibility	What we measure	Collection measure	Report	CSP ref
Asset management	Maintain assets to support LHIB activities and services	2.1.1	Asset Management Plan implemented	Annually		TLIA	Progress on actions	Authority	Asset Report	7.4.1 , 7.5.1
	Maintain buildings according to AMP	2.1.2	LHIB Buildings are maintained, open and available.	Ongoing		TLIA	Building open times	Building open times, project reports	Asset Report	
	Maintain plant and equipment	2.1.3	LHIB Plant and equipment is	Ongoing		TLIA	Condition assessment	Vehicle maintenance timeframes and downtime	Asset Report	

	according to AMP		maintained, and available.							
	Deliver Capital Program	2.1.4	Capital works are completed in accordance with the Capital Program.	As required		TLIA/MIES	Implementatio n of Capital Works Program	Implementatio n of Capital Works Program	Asset Report	
	Commercial LHIB Rental Properties are maintained in line with commercial rental standards	2.1.5	Properties are maintained	Ongoing		TLIA	Time to address issues, completed scheduled maintenance and reviews	Time to address issues, completed scheduled maintenance and reviews	Asset Report	
Road Network	Provide a safe and well-maintained road network.	2.2.1	Standard of roads is maintained or improved.	Weekly		TLIA	Yearly road audits and weekly visual inspections	Weekly road audits	Asset Report	7.2.1
Visitor and public facilities	Maintain and improve standard of recreational facilities through	2.3.1	Ensure recreational facilities are open and available.	Monthly		Works Supervisor	Downtime, progress on maintenance actions	Downtime, progress on maintenance actions	Asset Report	7.5.1 , 7.5.2

	regular maintenance.									
Airport	Arrange Annual Aerodrome Technical inspections and participate in CASA audits.	2.4.1	Complete Aerodrome Technical Inspections and CASA Audits.	Annually		TLCR	Annual audits complete	Annual audits complete	Compliance Report	7.1.3 , 7.4.1
	Review Aerodrome Manual.	2.4.2	Update and distribute Aerodrome Manual.	Annually		MIES/TLCR	Aerodrome Manual updated	Aerodrome Manual updated	Compliance Report	
	Review effectiveness of Bird and Animal Hazard Management Plan.	2.4.3	Review Bird and Animal Hazard Management Plan.	Annually		MIES	Date plan reviewed	Date plan reviewed	Compliance Report	
	Maintain Airport	2.4.4	Ensure Airport is available during required and routine maintenance and works.	Daily		TLIA	Downtime, progress on maintenance actions	Downtime, progress on maintenance actions	Asset Report	

	Operate the island's airport facilities.	1.7.2	Airport facilities are operational, when required. Revenue and expenditure targets are met.	Annually		SMIES	Revenue and Expenditure of asset, downtime	Financial Reports and operational reports	Asset Report	
	Hold Aerodrome emergency exercises.	2.4.5	Hold full and desktop aerodrome emergency exercise.	Annually		MIES	Exercise conducted	Exercise conducted	Compliance Report	
Waste Management	Maintain compliance with EPA license for wastewater and waste management at WMF site.	2.5.1	Ensure compliance with EPA license.	Annually		TLCR	% Compliance	% Compliance	Compliance Report	7.4.1
	Undertake audit program to monitor and record waste types and volumes received from the community.	2.5.2	Waste Audits	Annually		TLCR	Waste audit complete	Waste audit complete 2 per year	Compliance Report	

	Develop better knowledge within the resident and tourist populations of the waste program objectives and activities.	2.5.3	Waste data collected and reported	Quarterly		TLCR/WMF food	Waste percentage processed	Waste percentage processed	Compliance Report	
	Reduce the environmental impact of wastewater from Board properties.	2.5.4	All Board property wastewater systems are maintained in accordance with Strategy.	Annually		MIES	System status and last check date	System status and last check date	Compliance Report	
	Undertake monitoring of LHI groundwater well network on annual basis and establish data management and reporting.	2.5.5	Data on groundwater quality and levels is collected and managed.	Monthly		TLCR	Groundwater quality	Groundwater quality	Compliance Report	

	Support community in implementing On-site Wastewater Strategy.	2.5.6	Demonstrate progress by commercial and residential leases to upgrade wastewater systems to meet revised Strategy deadlines.	Annually		MIES	% progress against baseline report	% progress against baseline report	Compliance Report	
Wharf	Maintain wharf	2.6.1	Ensure wharf is available during required and routine maintenance and works.	Daily		TLIA	Downtime, progress on maintenance actions	Downtime, progress on maintenance actions	Asset Report	7.4.1
	Operate the island's wharf facilities.	1.7.4	Wharf facilities are operational, when required. Revenue and expenditure targets are met.	Annually		SMIES	Revenue and Expenditure of asset, downtime	Financial Reports and operational reports	Asset Report	7.4.1
Electricity	Maintain electricity generation	2.7.1	Unplanned electricity outages are	Annually		SEO	Downtime, outage reasons	Downtime, outage reasons	Compliance Report	7.4.1

	and distribution system to provide a reliable and safe supply.		maintained at or better than service targets.							
	Electricity Safety Management System fully implemented and audited.	2.7.2	Maintain ENSMS Compliance.	Annually		MIES	Compliance progress	Biannual audit complete	Compliance Report	
Emergency services	Arrange quarterly meetings of LEMC.	2.8.1	4 meetings of LEMC are held a year.	Quarterly		LEMO	Meetings held	Meetings held	Compliance Report	9.2.1
	Implement EMPLAN as required and coordinate annual review.	2.8.2	EMPLAN is reviewed every 3 years and used as required	3 Yearly		LEMO/LEOCNN	Date plan reviewed, updated and distributed and actioned when required	Date plan reviewed, updated and distributed	Compliance Report	
	Maintain emergency equipment	2.8.3	Defibrillators , Emergency sirens and emergency kit checked and maintained	??		TLIA	Date checked; maintenance actions completed	Date checked; maintenance actions completed	Compliance Report	

ECS – BAU

DP Service	Action	BAU Item Ref	What we will deliver	Responsibility	What we measure	Collection method	Report	CSP ref
World Heritage	Contribute to World Heritage Area conservation by being a member of the Australian World Heritage Advisory Committee (AWHAC).	3.1.1	Participate in AWHAC meetings and annual world heritage forums.	TLWH	Meeting and forum minutes and notes		Environmental Report	2.1.3
	Maintain world heritage status	3.1.2	Implement Strategic Plan - Lord Howe Island Group - World Heritage Property	TLWH	Progress on actions and review of plan		Environmental Report	
Biosecurity	Implement biosecurity measures to protect against the introduction of exotic pests	3.2.1	Biosecurity Strategy 2022-2024	TLB	Number of Authorized Officers, list of Authorized Officers and dates of training provided.	CM9 - Training Register	Compliance Report	2.1.7

	and pathogens to the Island.				<p>Progress on actions - Daily data inputs. Annual reviews and delivery of biosecurity SOP's and policies. Compile anecdotal evidence from community-based citizen science. Number of checks completed at points of entry and departure Quarterly dog searches completed. Number of surveillance devices checked and analyzed.</p>	<p>Fulcrum - Biosec Apps / ArcGIS Online Dashboards for LHI and PMQ</p>	<p>Compliance Report</p>
				TLB	<p>Strategy is reviewed and updated</p>	<p>Date updated and approved</p>	<p>Compliance Report</p>
	Implement the LHI Weed Management Strategy 2016 and Program to eradicate priority invasive weeds.	3.2.2	Report changes in weed population status annually.	TLFW	<p>Weeds removed, change in populations</p>	<p>Fulcrum - WEP app / ArcGIS Online Dashboard</p>	<p>Environmental Report</p>
				TLFW	<p>Hectares weeded / gauge indicator</p>	<p>Fulcrum - WEP app / ArcGIS Online Dashboard</p>	<p>Environmental Report</p>
TLFW				<p>Leases weeded / gauge indicator</p>	<p>Fulcrum - WEP app / ArcGIS Online Dashboard</p>	<p>Environmental Report</p>	

Environment and biodiversity	Maintain the Permanent Park Preserve using best practice approaches.	3.3.1	Deliver environmental plans including the PPPoM, BMP and Weed Strategy.	TLWH	Progress on actions	Register of plans/strategies required & progress?	Environmental Report	2.1.1
	Protect threatened species, populations and ecological communities, and their habitats through implementation of LHI Biodiversity Management Plan (BMP)	3.3.2	Review and implement the BMP.	TLWH	Progress on actions		Environmental Report	2.1
	Provide regular updates on environmental programs, research and maintain interpretation to increase environmental awareness.	3.3.3	Prepare communication material for Signal, LHIB website and community engagement projects about weeds, rodents, waste management and biosecurity	TLWH/TLFW/TLB	Number of updates by topic / comms pathway	CM9 - Householders/Comms records	Community Services Report	2.1.5, 2.2.2

Encourage appropriate environmental research that benefits the LHI environment and community.	3.3.4	Research permits aligned with environmental goals in BMP	TLWH	Number of research projects by topic, Topic summaries (interactive) Progress for research application/research undertaken/report or paper produced	CM9 - Research Register	Environmental Report	2.2.3
Acknowledge the historical efforts of the community in environmental stewardship, support and ongoing collaboration.	3.3.5	Signage policy includes cultural component, new signage design includes cultural/historical elements, where appropriate reports and communications include a cultural statement	TLWH	Number of references	Fulcrum - Sign Register	Community Services Report	2.2.1
Promote access to stories, histories and cultural traditions for community members and visitors.	3.3.6	Develop signage in collaboration with LHIHS.	TLWH	Number of cultural signs	Fulcrum - Sign Register	Community Services Report	4.1.1

	Implement approved Walking Track Strategy.	3.3.7	Deliver priority walking track works identified in the Walking Track Strategy.	TLWH	Track downtime, Track maintenance progress, Number of tasks completed by priority	Fulcrum - Trackwork App	Environmental Report	
Lease administration	Administer Leases	3.4.1	Comply with the Act to administer leases.	SMBCS	Lease administration processes undertaken		Compliance Report	6.3.3
	Implement recommendations from independent review of land tenure and allocation arrangements.	3.4.2	Ensure priority actions from Land Tenure and Land Allocation review are implemented.	SMBCS	Progress of actions		Compliance Report	
	Community members understand planning processes.	3.4.3	Develop community awareness and provide information and training to describe the built environment and planning processes on the Island.	SMBCS	Number of engagements by type Publish online resource track hits for the online resource	CM9 - Householders/Comms records	Community Services Report	6.3.1
	Ensure development processes are	3.4.4	DA process meets NSW Planning service levels	SMBCS	Days for DA approval, based on standards	NSW Planning Portal	Compliance Report	6.3.3

	timely and efficient.							
Development Assessment	Enact the LEP to protect landscape, heritage values and scenic features.	3.5.1	Ensure development applications and activities are assessed in accordance with relevant environmental legislation, policies, and procedures.	SMBCS	Review policies and framework, provide training	NSW Planning Portal	Compliance Report	6.1
	Identify and protect heritage items.	3.5.2	Ensure heritage requests are considered and assessed. Heritage items to be considered in all DA planning assessments.	SMBCS	Number and map of heritage items listed	G Drive - Heritage Register; NSW Planning Portal	Compliance Report	4.2.1
Land Management	Ensure long-term access to nutritious food.	3.6.1	Review of Special Leases, explore incentives for agriculture	SMBCS	Number of special leases, Number of PO gardens, Special leases utilized for agriculture		Community Services Report	1.4.1
	Protect, preserve, and regenerate environmentally sensitive areas and high	3.6.2	Report on the area maintained annually	TLWH/TLFW	Hectares maintained		Environmental Report	2.1.4
		3.6.3			Hectares regenerate, progress on actions	Fulcrum - Reveg App (create?) Or pull from WEP apps?	Environmental Report	

	conservation areas.							
Health	Advocate for consistent on-Island medical care availability and affordability.	3.7.1	Work with NSWHealth to ensure continuous access to support infrastructure (housing, hospital building etc.), advocate where appropriate for service levels and specialty services.	SMBCS	Number of opportunities to support health initiatives, bi-yearly stakeholder meetings		Asset Report	1.1, 1.16, 1.2.1,1.2.2
	Promote healthy relationships and reduction of harmful behaviors.	3.7.2	Work with NSW Police and NSW Health to advocate for healthy relationships withing the LHIB and community as a whole.	SMBCS	Number of opportunities to promote healthy relationships, usage of EAP		Community Services Report	1.4.2, 9.2.2
Public health	Ensure compliance with public health standards for LHIB drinking water supplies, wastewater	3.7.3	Implement scheduled inspection and testing regime.	SMIES	Number of tanks tested; testing result graphs (for public water)		Compliance Report	7.4.1

	management and food safety.							
	Implement Drinking Water Quality Assurance Program for Board supplies.	3.7.4	Implement and document Drinking Water Quality Assurance Program.	SMIES	Program implemented and published on website	Fulcrum - Water Testing app (Not used yet)	Compliance Report	1.4
Community services	Support a whole of government approach to the provision of health, education, and other services.	3.8.1	Facilitate interdepartmental collaboration by organizing biannual meeting	SMBCS	Bi-annual meeting conducted, and actions progressed		Community Services Report	1.1, 3.1
	Strengthen disaster management preparedness and understanding of emergency response plans.	3.8.2	Coordinate and conduct regular community-wide disaster preparedness drills and information sessions.	SMBCS	Plan names, agencies involved, number of drills performed		Compliance Report	9.2.1
	Support volunteers to drive positive change in the community.	3.8.3	Look for funding opportunities to run a training and recognition program to support and celebrate local volunteers.	SMBCS	Funding opportunities sought		Community Services Report	9.3.1

	Strengthen inclusion and foster community participation of people of all ages, abilities and identities.	3.8.4	Ensure events program is inclusive and caters to diverse demographics and needs.	SMBCS	Number of events hosted diversity considerations		Community Services Report	9.3.2
	Support responsible pet ownership and balance animal welfare needs with community and environmental needs	3.8.5	Offer resources on responsible pet ownership.	TLWH/SMBCS	Number of engagements with pet owners, Number of pets, number of pet applications		Environmental Report	9.3.3
	Support access to a range of sporting opportunities.	3.8.6	Support community groups and organizations offering sporting opportunities.	SMBCS	Number of opportunities to support sporting initiatives		Community Services Report	9.4.1
	Address skills gaps and future-proof the workforce through education and training initiatives.	3.8.7	Training provided to close the skills gap	SMBCS	Number of training opportunities provided and rate of uptake		Training and recruitment report	3.1.4

Support community events including events that promote pride in heritage and culture (e.g. Discovery Day)	3.8.8	Develop event calendar. Identify priority events that require Board assistance and allocate resources and materials	SMBCS	Calendar published by 1st February annually		Community Services Report	4.1.3, 9.1.1, 9.1.2, 9.4.2, 9.4.3, 5.4.1, 4.2.2
Implement the Communication and Community Engagement Strategy.	3.8.9	Follow Communication and Community Engagement Strategy.	Communication s Officer	Number of engagements		Community Services Report	8.2, 6.3.2, 8.1.2
Provide a central method of communication for community members to access information from LHIB.	3.8.10	Develop communication material to support programs and services.	MADMIN	Website data review period		Community Services Report	8.3.1
Maintain information on the Board's website and through social media.	3.8.11	Maintain the LHIB website.	Communication s Officer	Number of views on the webpage and social media accounts		Community Services Report	9.3.1

CSP Alignment

E C S	I E S	B C S	Objectives	Strategies	E C S	IE S	B C S	Projec t	Projec t Detail
x			1.1 We have fair and equal access to essential healthcare services.	1.1.6 Advocate for access to government health programs (e.g., dentist).	x				
x			1.2 We support older community members on the Island.	1.2.1 Provide resources and support for seniors to age at home.	x				
				1.2.2 Support and maintain accessibility to in-home care.	x				
			1.3 We are aware of the range of healthcare available.	1.3.2 Undertake a needs analysis to determine current and future health needs of our community				x	
x			1.4 We live healthy and well.	1.4.1 Ensure long-term access to nutritious food.	x				
x			2.1 Our natural environment is secured and protected.	2.1.1 Maintain the Permanent Park Preserve using best practice approaches.	x				
				2.1.2 Maintain the Marine Park using best practice approaches.					Not LHIB
				2.1.3 Maintain our World Heritage status.	x				
				2.1.4 Protect, preserve, and regenerate environmentally sensitive areas and high conservation areas.	x				
				2.1.5 Communicate with visitors about how to best interact with the unique natural environment of the Island.	x				LHITA, DMP
				2.1.6 Develop a climate change strategy to plan for a resilient future.	x				
				2.1.7 Maintain sustainable biosecurity measures to prevent introduction and spread of invasive species.	x				
x			2.2 We take pride in respecting and enhancing our natural environment.	2.2.1 Acknowledge the historical efforts of the community in environmental stewardship and support ongoing collaboration.	x				
				2.2.2 Educate residents, visitors and seasonal staff about the natural environment and our joint responsibility to protect it.	x				

			2.2.3 Collaborate with researchers to understand the environment and encourage them to incorporate citizen science in relevant studies.	x				
x		3.1 We have a range of education facilities for people of all ages.	3.1.4 Identify skills gaps and future-proof the workforce through education and training initiatives.	x				
x		4.1 The unique Island culture is supported and encouraged.	4.1.2 Promote educational programs and events that raise awareness of local history, culture and heritage.	x				
			4.1.3 Promote pride in heritage and culture through events (e.g., Discovery Day)	x				
x		4.2 Island culture and heritage has longevity.	4.2.1 Preserve and celebrate landmarks, artifacts, and cultural traditions.	x				
			4.2.2 Provide opportunities to celebrate ancestry and support cultural spaces.	x				
	x	5.1 We have diverse local employment available for people living on the Island.	5.1.1 Support local businesses to sustainably provide a range of goods and services.		x			
			5.1.2 Support diverse work arrangements and opportunities for community members.		x			
	x	5.2 We support local businesses.	5.2.1 Provide support to help local businesses thrive.		x			
	x		5.3 Our tourism industry is sustainable.	5.3.1 Maintain bed license cap at 400 beds.		x		
			5.3.4 Provide quality opportunities for visitors to appreciate Island values while minimizing negative impacts.		x			
		5.4 The town center is a vibrant and successful center of the Island.	5.4.1 Support community events and activities located in the town center.	x				
		6.1 Housing on the island is accessible and diverse.	6.1.1 Plans and policies promote diverse and flexible housing options.			x		LEP Review
			6.1.2 Ensure businesses have a sustainable level of staff accommodation.				x	
x		6.2 Our land is used in the most appropriate way.	6.2.1 Development assessment considers social, environmental, and legislative requirements to understand overall impact.	x				

			6.2.2 Assess the Island's capacity for sustainable development and population growth.				x	Land Use Study
x		6.3 Community members understand planning processes.	6.3.1 Develop community awareness and provide information and training to describe the built environment and planning processes on the Island.	x				
			6.3.2 Engage with community members about significant projects.	x				
			6.3.3 Ensure development processes are timely and efficient.	x				
	x	7.1 Access to the mainland is sustainable, reliable, and affordable.	7.1.1 Advocate for reliable air transport.		x			
			7.1.2 Monitor ongoing performance of air transport options.		x			
			7.1.3 Ensure transport to the mainland is accessible and affordable for locals.		x			
		7.2 Our transport network meets the needs of the community and visitors.	7.2.1 Provide a safe and well-maintained road network.					
			7.2.2 Plan for a sustainable range of on-Island transport options.				x	Vehicle Strategy
			7.2.3 Create a vehicle strategy to understand needs and provide sustainable and appropriate Island transport solutions				x	Vehicle Strategy
		7.3 Our infrastructure and transport are climate conscious.	7.3.1 Investigate the best approach to shift the Island's energy supply from fossil fuels to renewable sources.				x	Land Study - Energy
			7.3.2 Explore options to enable private solar installation.				x	Land Study - Energy
	x	7.4 Our infrastructure assets are well-maintained.	7.4.1 Maintain critical infrastructure (including waste, water, electricity, airport, jetty) to support community need and economic activity.	x	x	x		
	x	7.5 We maintain infrastructure in line with population numbers and visitors.	7.5.1 Provide accessible and well-maintained community facilities that can be adapted for a variety of uses.					
			7.5.2 Maintain amenities and public facilities (including lawns, BBQ areas, gardens).			x		

			7.5.3 Support development and maintenance of technological infrastructure, as desired.				If required	
	x	7.6 We can access goods from the mainland.	7.6.1 Ensure freight service is regular, reliable, and affordable.		x			
			7.6.2 Monitor and report on ongoing performance of freight services.		x			
x		8.1 Our decision-making processes focus on the community.	8.1.1 Provide equitable access to all LHIB services.		x			
			8.1.2 Ensure appropriate social impact evaluations and community engagement informs all decision-making processes	x				
x	x	8.2 We have an informed and engaged approach to decision making.	8.2.1 Engage community members in projects, decisions and approvals made by LHIB.		x			
			8.2.2 Promote transparency in Board processes and decisions.		x	x		
	x	8.3 We are knowledgeable about what is happening on the Island.	8.3.1 Provide a central method of communication for community members to access information from LHIB.	x	x			
			8.3.2 Facilitate understanding about community, cultural and historic context for new staff.		x			
x		9.1 We participate in our community.	9.1.1 Support community groups, organizations and service clubs with different focuses and interests.	x				
			9.1.2 Optimize the use of all shared spaces for enhanced community benefit.	x				
	x	9.2 We feel safe on the Island.	9.2.1 Strengthen disaster management preparedness and understanding of emergency response plans.	x		x		
x		9.3 Our community is harmonious, cohesive, and inclusive.	9.3.1 Support volunteers to drive positive change in the community.	x				
			9.3.2 Strengthen inclusion and foster community participation of people of all ages, abilities and identities.	x				
			9.3.3 Support responsible pet ownership and animal welfare needs balancing community and environmental needs	x				
x		9.4 We have a wide range of entertainment available.	9.4.1 Support access to a range of sporting opportunities	x				
			9.4.2 Develop and support entertainment options	x				
			9.4.3 Support inclusive community events and gatherings	x				

Projects 24-25FY

Type	Project name	Responsibility	Phase to be completed 24/25	Start	End	CSP Ref
ASSET	Wastewater system contingency for CBD and Lot 44 Amenities	Project Team	Complete	Jun-24	May-25	Regulated
ASSET	Signage Review and Upgrade Project (Including cultural information)	Project Team	Review	Jan-24	Dec-24	4.1.1
ASSET	Review - Future of the LHI Liquor Store	SMBCS	Scope	Sep-24	Nov-24	5.2.1
ASSET	ENSMS Review and automated risk register and training schedule	SMIES	Review	Feb-24	Feb-25	6.1.2
ASSET	Firefighting upgrades	SMIES	Implementation	Feb-25	Jun-25	9.2.1
ASSET	Jetty Fender Replacement	SMIES	Design	Dec-24	Jan-25	7.6
ASSET	Standby Generator	SMIES	Installation	Sep-24	Dec-24	9.2.1
ASSET	Airport Pavement Assessment - Funding strategy	TLIA	Scope			7.2
ASSET	Review of Public Furniture Assets	TLIA	Review	Nov-24	Dec-24	7.4
ASSET	Historical Maintenance	TLIA	Complete	Jun-23	Dec-24	7.4
ASSET	Public Safety Assessment	TLIA	Review	Jun-24	Jun-25	Regulated
ASSET	Replacement of new plant items	TLIA	Complete	Jul-24	Dec-24	7.4
ASSET	Designs x 3 (Renovations)	TLIA	Design	Oct-24	Dec-24	7.4
ASSET	Kitchen & Bathroom Renovation (Doll's House)	TLIA	Complete	Oct-24	Jun-25	7.4
ASSET	Kitchen Renovation (Doctors residence)	TLIA	Complete	Oct-24	Jun-25	7.4
ASSET	Exterior Building Envelope Renovation (BB & Diamonds Shop)	TLIA	Complete	Oct-24	Jun-25	7.4
ASSET	Kitchen & Heritage Window Replacement (TC Douglas House)	TLIA	Complete	Oct-24	Jun-25	7.4
ASSET	Permissive Occupancy Return - Satellite (Bigpond)	TLIA/SMBCS	Scope	Feb-25	Jun-25	7.4
BIOSECURITY	African Big Headed Ant Control and Eradication	TLB	Draft		Jun-25	2.1

BIOSECURITY	Biosecurity Dog Area Interim Solution	TLB	Complete		Aug-24	2.1.7
BIOSECURITY	Biosecurity Network Review and Upgrades	TLB	Scope			2.1.7
BIOSECURITY	Biosecurity Dog Kennels	TLB	Procurement		Dec-25	2.1.7
BIOSECURITY	Biosecurity Management Plans inc. Incursion response for Key Stakeholders	TLB	Review	Oct-24	Dec-24	2.1.7
BIOSECURITY	Fruit Fly Eradication Assessment	TLB	Review	Dec-24	Dec-24	2.1.7
BIOSECURITY	HPAI (Avian Flu) incursion plan	TLB	Complete		Nov-25	2.1.7
BIOSECURITY	Phytophthora Management	TLB	Implementation		Jun-25	2.1.7
BIOSECURITY	PMQ Biosecurity Dog Team Procurement	TLB	Complete	Oct-24	Nov-24	2.1.7
BIOSECURITY	Termite Control and Eradication Project	TLB	Review	Jun-24	Jun-25	2.1.7
BUSINESS IMPROVEMENT	Review Crown Award	SMBCS	Scope			5.1
CIP	Waste removal + Track shed cleanup	SMIES	Complete	Oct-24	Dec-24	7.4.1
CIP	Project A - Master Planning	SPO CIP	Procurement	Nov-24	Jun-25	7.5
CIP	Project B - Waste Management	SPO CIP	TBC			7.4.1
CIP	Project C - Marine Infrastructure	SPO CIP				7.6
CIP	Project D - Marine Vessel / Operations and Maintenance	SPO CIP	Contract Award	Nov-24	May-25	7.6
CIP	Project E - Biosecurity Infrastructure	SPO CIP / BTL	Scope	Oct-24	Dec-24	2.1
DATA	Geospatial Strategy - Implementation Plan	GIS	Review		Jun-25	8.2.2
DATA	Phones - Monitoring training and implementation	TLIA	Complete	Oct-24	Feb-25	2.1
EER	Employee Lifecycle Plan	PCL	Complete	Jul-23	Jun-25	9.2
EER	Employee Induction pack	PCL	Complete	Jul-23	Mar-25	8.3.2
EER	Training Needs Analysis	PCL	Complete	Jul-23	Jun-25	5.1
EER	Workforce Plan	PCL	Complete	Jul-23	Jun-25	9.2
EER	Policy review	Project Team	Implementation	Nov-23	Jun-25	9.3
EER	Project Management Procedure Setup	Project Team	Complete	Jan-24	Dec-24	Enabling
EER	Information Technology Strategy	SMBCS	Complete		Dec-24	9.3.1
EER	Revenue Review	SMBCS	Complete	Feb-24	Nov-24	9.3
EER	Review Regulations	SMBCS	Scope	Dec-24	Jun-26	8.2.2

EER	Upgrade Financial System (Authority)	SMBCS	Implementation	Nov-24	Dec-24	Enabling
EER	Upgrade Cyber Security & Data Management	SMBCS	Complete	Sep-24	Jun-25	Enabling
EER - ASSET	Asset Management - System Setup	TLIA	Complete	Oct-24	Feb-25	7.4
EER - BMP	Scientific Report/ Report Management Setup	Project Team	Complete	Sep-24	Dec-24	Enabling
EER - BMP	Biodiversity Management Plan (BMP) including Biodiversity Benefits Monitoring Plan and research priorities	TLWH	Draft	Jun-23	Jun-25	2.1
EER - CSP	Community Strategic Plan (CSP)	Project Team	Complete	Jun-23	Sep-24	8.1
EER - CSP	Delivery Plan	Project Team	Complete	Jun-24	Dec-24	8.2.2
EER - CSP	Operations Plan	Project Team	Complete	Jun-24	Dec-24	8.2.2
EER - CSP	Strategic Planning Software Setup	Project Team	Implementation	Oct-24	Jan-24	8.2.2
EER - LEP	Land Use Study (Capacity)	Project Team	Complete	TBC	TBC	6.2.2
GRANT	CBD public amenities upgrade	Project Team	Complete	Jun-24	Jun-25	7.5.3
GRANT	Community Hall upgrade	Project Team	Complete	Jun-24	Jun-25	7.4.3
GRANT	Conservation Event - Community in Conservation	Project Team	Complete	Nov-24	Nov-24	2.2.1
GRANT	Middle Beach Stairs Rebuild	Project Team	Complete	Jun-24	Mar-25	2.1.1
GRANT	REP Lessons Learned Document	Project Team	Complete	Jun-23	Oct-24	Review
GRANT	Skatepark	Project Team	Construction	Jun-24	Dec-24	9.4.1
GRANT	Community Gardening Workshops	TLFW	Complete			9.1
GRANT	Review of Weed Management Strategy	TLFW	Scope			2.1.1
GRANT	Weed Eradication Program (WEP) Future Funding Strategy	TLFW	Scope			2.1.1
LAND & PROPERTY	BOM Permissive Occupancy Return Finalization	SMBCS	Complete	Sep-24	Jun-25	Enabling
LAND & PROPERTY	Health Services Support Business Case	SMBCS	Complete	Oct-24	Dec-24	1.1
LAND & PROPERTY	Land/Cadastral Information Review	SMBCS	Scope	Feb-25	Jun-25	6.2

LAND & PROPERTY	Street Number Project	SMBCS	Complete	Feb-25	Jun-25	6.2
ROADS	Funding Local Roads 3	SMIES	Complete	Jun-24	Mar-25	7.2.1
ROADS	Local Roads and Community Infrastructure 3	SMIES	Scope	Jun-24	Sep-24	7.2.1
ROADS	Local Roads and Community Infrastructure 4	SMIES	Complete	Jun-24	Jun-25	7.2.1
ROADS	Regional Emergency Road Repair Fund	SMIES	Complete	Feb-25	Mar-25	7.2.1
ROADS	Roads 2 Recovery	SMIES	Scope			7.2.1
SOLAR	Solar Site Finalization	Project Team	Complete			7.4
TRANSPORT	Airline Contract Renewal and Service Level Agreement	CEO/ SMBCS	Complete	Feb-24	Oct-24	7.1.3
TRANSPORT	Vehicle Strategy	SMIES	Scope			7.2.3
WEP	Purchase of an RTK unit (higher-accuracy GPS unit)	GIS	Complete	Nov-24	Nov-24	2.1
WEP	Drone Project Trial	TLFW	Scope complete			2.1
WEP	Helicopter Lance Operations	TLFW	Complete	Feb-25	Winter 2025	2.1.1
WEP	Helicopter Winch Operations	TLFW	Complete	Feb-25	Mar-25	2.1.1
WEP	Medira Vine Project	TLFW	Scope			2.1.1
WEP	WEP Volunteer Program	TLFW	Complete	Jun-24	Jun-25	Enabling
WH	Climate modelling	TLWH	Scope	Feb-25	Jun-25	2.1.6
WH	EcoPass permit process review	TLWH	Complete	Jun-24	Jun-25	2.1
WH	Mooring Review - Monitoring & Maintenance	TLWH	Complete	Jun-24	Jun-25	2.1.2
WH	Research Facility Booking Platform	TLWH	Complete	Feb-25	Jun-25	2.2.3
WH	Environmental Advisory Committee	TLWH/ TLB	Implementation	Oct-24	Nov-24	2.1
WH	Balls Pyramid - Phasmid habitat project	TLWH/ TLFW	Complete			2.1.4
WH/Biosecurity	Biosecurity BootScub Bays	TLWH/ TLB	Complete	Oct-24	Jun-25	2.1.7

List of Service Delivery Commitments

Program	SDC	Service	Target	Indicator
Decision Making	1	Board Meetings	4 per Year	Number per Year
	2	ARC Meetings	4 per Year	Number per Year
	3	Annual Audit	100%	Recommendations Closed
	4	Customer Service	20% Increase	Customer Satisfaction
			21 Days	Processing Time
	5	Ministerials	100% within Applicable Timeframe	Response Time
	6	Complaints	100% within Timeframes Set by DCCEEW	Response Time
			<40 per Year	Number of Complaints
7	Monitoring and Enforcement	100%	Breaches Investigated & Managed	
		4 Weeks	Timeframe to Investigate	
8	WHS	90%	Training Plan Actions Undertaken	
		100%	Incidence Reported Within Timeframe	
		100%	Investigations Conducted for Serious and high potential incidents	
		100%	#Action Items Closed, Long Term Cases Reviewed Monthly	
		< 38 Hours	Lost Time Injuries	
Economy and Employment	9	Tourism Promotion	16000	Arrival Numbers
			80%	Satisfaction rating
			90% Progress Against Annual LHIB Actions	DMP Progress
	10	Liquor Store	80%	Business Service Satisfaction
11	Commercial Leases	5%	ROI	
		100%	Rent Charged at Valuation	
		3 or Above	Condition Score	
Infrastructure and Transport	12	Road Network	At or Above High (major roads) & Moderate (minor roads)	Condition assessment in line with IPWEA guidelines
			100%	Road Network Maintained
			3%	Road Network Renewed
	13	Assets (Buildings, Plant and equipment)	At or Above Good	Condition Assessment in Line with IPWEA Guidelines
			100%	Planned and Responsive Maintenance Complete
			95%	Availability
	14	Waste Management	100%	Licensing Compliance
			80%	Customer Satisfaction
			YOY Reduction	Waste Left on Island at Annual Inventory
	15	Visitor/Public Facilities	100%	Maintenance Completed (Including Walking Tracks)
			99%	PPP - Walking Track Availability
			80%	Customer Satisfaction
16	Parks and Gardens	90% within Service Standard	Condition Assessment in Line with IPWEA Guidelines	
		80%	Customer Satisfaction	
17	Airport	100%	Compliance	
		99%	Availability	
18	Wharf	99%	Availability	
		99%	Availability of Service	
19	Electricity	75%	Solar Performance (Performance Ratio)	
		99%	Availability of Service	
Environment	20	World Heritage	10% per Year	World Heritage Strategy Progress
	21	Biosecurity	100%	Biosecurity Strategy Delivered
			Effort vs Find	Biosecurity Matter Intercepted
			Targets for Priority Projects Listed	Eradication/Control Progress on Priority Projects
	22	Environment / Biodiversity	4	Number of Critical Species Monitored
10% per Year			Biodiversity Management Plan Progress	
500 per Year			Weed Control	
		Maintain or <80% Original Extent	Weeds Removed, Changes in Populations	
Housing and Development	23	Lease administration	100%	Compliance with Act
			As per Dept of planning standards	Response Time
24	Development Applications	100%	Compliance with Legislation	
				As per Dept of planning standards
Community Services	25	Public Health	Within NSW Health Quality Guidelines	Water Quality
			Annual checks	Food Safety
	26	Emergency Services	Quarterly meetings	LEMC Meetings Held
			100% response to LHIB involved Consequent Management Guides	Incidents Responded to (Number and Type)
			100% Annually and on report	Emergency Equipment Maintained
	27	Community Services	2	Number of Events Supported
75%			Community Satisfaction	
Bi-annual Meetings and as Required			Advocacy for Priority Services	
		80% Satisfaction	Communications Satisfaction	

Enabling Services	28	Risk Management	100%	Treatment Plans Implemented in Required Timeframe
	29	IT	99%	Availability Time
	30	Record Management	90%	Training Provided
			90%	Compliance with Policy (record in system)
	31	HR	Increase from 2020	Employee Satisfaction
			<20	Average No. days vacant ongoing roles
			<10%	Employee Turnover
			<95%	Leave balances within allowable
	32	Finance	5	Days to month end completion
			1	Unmodified Audit
	33	Project Management	95	% Aged Debtors managed within 90 days
			>80	% Delivered on time, within budget

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Lord Howe Island Local Environmental Plan (LEP) Process

Recommendations

1. **Note** the LSPS, LEP Review process, timeline and update.

Background

The Lord Howe Island Local Environment Plan 2010 (LEP) forms the blueprint for land use, development, and conservation for Lord Howe Island. The LEP is a statutory planning document made under the *Environmental Planning and Assessment Act 1979*. Among other things it allocates all land on the island into one of nine different zones, with each zone having specific permissible land uses. The LEP also dictates the minimum lot sizes and the maximum number of dwellings that can be built.

The LHI LEP, made in 2010, was largely a remake of a 2005 Regional Environmental Plan. At that time, the Board requested that a detailed review of the LEP be undertaken and adopted a two stage LEP review (Planning Proposal) process. Stage One of the LEP review process has been completed, which was largely administrative.

The Stage Two planning process is a comprehensive review addressing more complex issues such as restrictions on the number of dwellings, minimum lot sizes and potentially permitted activities in various zones. A substantial body of work is required, and much of this work is likely to be complex as it will be tackling LEP matters that are of significant interest to the community.

Long Term Strategic Planning Statement (LSPS).

Development of an LSPS is a mandatory requirement under the *Environmental Planning and Assessment Act*, and its adoption is required before the commencement of the LEP and Development Control Plan (DCP) reviews.

The [guideline to developing the LSPS](#) indicates that:

The LSPS should set out

- the 20-year vision for land use in the local area
- the special characteristics which contribute to local identity
- shared community values to be maintained and enhanced
- how growth and change will be managed into the future.

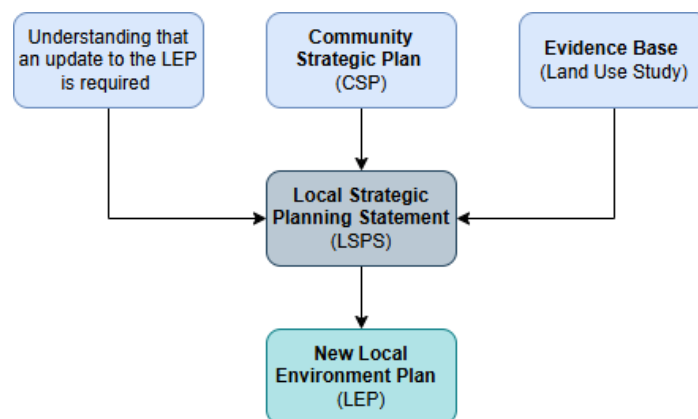
The statement should be the primary resource to express the desired future for Lord Howe Island. This will guide and indicate what significant changes are planned for the LEP and DCP to deliver the vision.

There are legal requirements for what must be included: a) Context; b) Planning Priorities, c) Actions; d) Implementation

A draft LSPS was commenced in 2020 but it was quickly realised that the information required was out of date and lacked the input of a Community Strategic Plan (CSP).

To develop a LSPS, three processes are required:

1. An understanding that an update to the LEP is needed - **Complete**
2. A Community Strategic Plan or strategic vision - **Complete**
3. An Evidence Base – **Proposal stage**



The LEP Process

The Planning Proposal process for LEP reviews is undertaken using the following steps (in accordance with the Local Environmental Plan Making Guideline August 2023 – NSW Department of Planning, Housing and Infrastructure):

Stage 1: Pre-lodgement (this stage is less relevant to a Local Authority)

Stage 2: The Planning Proposal – the planning proposal authority prepares the planning proposal. The planning proposal authority is usually the local council, however the Minister can appoint the Secretary of the Department of Planning and Environment, a regional planning panel or a Sydney planning panel to be the planning proposal authority.

Stage 3: Gateway Determination– the Minister (or delegate) decides whether the planning proposal can proceed (with or without variation) and subject to other matters including further studies being undertaken, public consultation, public hearings, agency consultation and time frames. A planning proposal usually does not proceed without conditions of this nature. The conditions are then complied with and if necessary, the proposal is changed. A

decision on whether the relevant council is able to finalise particular types of LEPs is also determined at this stage.

Stage 4: Public Exhibition and Assessment– the proposal is publicly exhibited as required by the Minister. A person making a submission may also request a public hearing be held.

Stage 5: Assessment – the planning proposal authority reviews public submissions. Parliamentary Counsel then prepares a draft local environmental plan.

Stage 6: Finalisation - The making of the LEP. With the Minister’s (or delegate’s) approval the local environmental plan is published on the NSW legislation website and becomes law.

Current Position

The LEP review is awaiting the completion of the LSPS, which is a required first step before any substantial progress can be made on the LEP Review.

LHIB is currently in Stage 2 as information is being prepared for the planning proposal. Due to a change in process in 2023 there is also now a requirement to complete some basic elements of Stage 1. These have been incorporated in the Land Use Study Scope.

Timeline

The following timeline is proposed (pending the approval of the Evidence Base (Land Use Study)):



- **November 2024:** Approval granted to commence Phase 1 of the Land Use Study (Desktop Review and Gap Analysis)
- **June 2025 Community workshops**
- **July 2025:** Begin drafting the Local Strategic Planning Statement (LSPS), incorporating the findings from the Land Use Study and community consultation
- **October 2025:** Complete Phase 2 of the Land Use Study (any remaining evidence gathering as proposed through Phase 1 and the consultation phase of the LSPS)
- **November 2025:** Conduct formal public consultation on the draft LSPS evidenced with the CSP and Land Use Study as attachments/supporting information.
- **February 2026:** Finalise and adopt the LSPS.
- **March 2026:** Commence preparation of the planning proposal for the LEP review, guided by the LSPS.
- **August 2026:** Undertake public exhibition and community consultation on the draft LEP.

- **December 2026:** Finalise the LEP, incorporating feedback and undertaking final assessments.
- **March 2027:** Submit the LEP to the NSW Department of Planning for approval.

Evidence Base – Supporting Analysis

The Land Use Study (Evidence Base) has been devised to answer the following questions for the LSPS, LEP and many other policy and plan documents (see table below for details):

- What is the capacity (permanent, visitor and staff) on the island and what are the decision-making considerations with respect to maintaining this capacity and any possible growth over the next 20 years?
- What accommodation use types are in surplus and what uses are in short supply (e.g. staff accommodation)?
- What are the service capacity constraints to the population of LHI and how could these be addressed?
- What information is currently available that outlines known environmental constraints to urban development on LHI?
- Does the significant native vegetation (SNV) layer need review?
- Are there any environmental matters being created by aging or concentration of infrastructure such as wastewater irrigation?
- What are the environmental factors that limit urban land uses on LHI?
- What opportunities and constraints exist for urban land uses on LHI?

This data will provide a comprehensive understanding of the Island's current environmental constraints, commercial, development and infrastructure challenges, enabling the LHIB to make informed decisions that address both immediate needs and long-term sustainability goals.

The Land Use Study is proposed to be undertaken in two phases:

- Phase 1: Desktop Review and Gap Analysis of current reports and evidence available
 Phase 2: Any additional evidence gathering required as informed by community consultation and gap analysis.

How does the Evidence Base (Land Use Study) inform other reviews, policies, and plans?

Key Focus Area	Insights from the Land Use Study	Influenced / Information source for:	CSP (Objectives & Strategies)
Environmental Constraints and Opportunities	A comprehensive review of ecological and environmental factors (including hydrology) to identify sensitive areas and potential for sustainable development.	LEP, LSPS, Lord Howe Island Permanent Park Preserve Plan of Management (2010), Lord Howe Island Group World Heritage Property (2010), Vegetation Rehabilitation Plan (2003), Walking Track Strategy (2017), LHI Regulations (2014), Lord Howe Island Lagoon Foreshore Management Plan (2015), Development Control Plan (DCP)	2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 2.2.2, 2.2.3
Contamination Risks	Assessment of potential contamination from current urban land uses, including impacts from effluent disposal, and recommendations for mitigation.	LEP, On-site Wastewater Management Strategy (2015), Pollution Incident Response Plan (2023), Lord Howe Island Lagoon Foreshore Management Plan (2015), Development Control Plan (DCP)	1.1.6, 1.4.1, 7.4.1, 9.2.1
Commercial Land Use Conflicts	Analysis of the impact and disbursement of commercial land uses.	LEP, LSPS, Lord Howe Island Development Control Plan (2005), LHI Regulations (2014) Lord Howe Island Lagoon Foreshore Management Plan (2015)	5.1.1, 5.2.1, 5.3.1, 5.3.4, 5.4.1
Accommodation Capacity	Evaluation of the current capacity for accommodation on LHI, including existing infrastructure and potential limitations.	LEP, LSPS, Lord Howe Island Development Control Plan (2005), LHI Regulations (2014), Development Control Plan (DCP)	6.1.1, 6.1.2, 7.5.1
Accommodation Deficits	Identification of gaps in current accommodation supply, highlighting areas where demand exceeds available options, especially for residents and businesses	LEP, LSPS, Lord Howe Island Development Control Plan (2005), Lord Howe Island Group World Heritage Property (2010), LHI Regulations (2014), Development Control Plan (DCP)	6.2.1, 6.2.2, 7.1.3

Service Infrastructure Pinch Points	Identification of limitations in the existing service infrastructure (water, electricity, waste management), including capacity issues that may hinder future growth or sustainability.	LEP, LSPS, Lord Howe Island Renewable Operations – Energy Supply Roadmap (2011), On-site Wastewater Management Strategy (2015), Lord Howe Island Aerodrome Manual – Bird and Animal Hazard Management Plan (2016), LHI Regulations (2014)	7.1.1, 7.2.1, 7.3.1, 7.4.1, 7.5.1, 7.6.1
Infrastructure Enhancement Opportunities	Opportunities to enhance infrastructure to support increased capacity, improve sustainability, or reduce environmental impact, aligning with LHI's heritage status.	LEP, LSPS, Lord Howe Island Renewable Operations – Energy Supply Roadmap (2011), Infrastructure Development Plans, Plant Importation Strategy (2015), LHIB Biosecurity Strategy (2022-2024), Pesticide Use Notification (2015), LHI Regulations (2014)	7.3.2, 7.4.1, 7.5.3, 7.6.2
Urban Land Use Opportunities	Consolidated overview of potential land use opportunities that align with strategic goals, which can influence updates to the Local Environmental Plan (LEP), LSPS, and future policies.	LEP, LSPS, Lord Howe Island Development Control Plan (2005), Special Lease Reallocation Strategy (2005), Strategic Plans – Lord Howe Island Group World Heritage Property (2010), Lagoon Foreshore Management Plan (2015), LHI Regulations (2014)	6.2.1, 6.2.2, 8.2.2, 8.3.1

Budget

The Land Use Study will proceed in two phases, with final study costs to be confirmed after the desktop review and gap analysis.

Phase 1 will involve a desktop analysis of existing reports and a gap analysis based on the age and quality of relevant information. This phase will require a team of specialists to assess whether the information is (1) current and relevant and (2) fit for purpose.

Indicative costing for this phase will be scoped and funded by the land use environmental and demand study approved in the Project Plan for the EER. LHIB will maximize the use of existing data before seeking external resources to address any identified gaps.

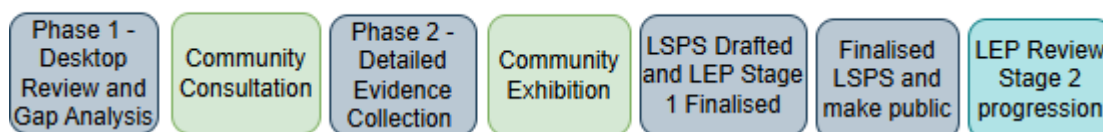
This phase is incorporated in Theme D of the EER under supporting assets (see Business Paper 10.3). Indicative pricing puts the budget requirement at between \$30-\$80K, quotes will be obtained following Board approval of the process.

Phase 2 will depend on the outcome of Phase 1. This budget remains subject to refinement, pending the gap analysis, which will determine the full scope of required work.

Conclusion

Stage 2 of the LEP Review has not commenced in the last three years due to resource constraints and competing priorities. However, this is now a high priority due to both the legislative requirement to produce a Local Strategic Planning Statement (LSPS) and the outdated state of the LEP.

Path from current position to LEP Review



Phase 1 will focus on a desktop review and gap analysis, the findings of which will feed into the initial stage of LSPS community consultation. Following this consultation, and based on its outcomes, **Phase 2** will involve further data collection, drawing on previous studies and addressing any information gaps identified during community visioning sessions. Once Phase 2 is complete, the LSPS will be drafted for public exhibition. When finalised through community consultation, the LSPS will be instrumental in the comprehensive LEP review.

Finalising the LEP is essential to fulfilling the community vision set out in the Community Strategic Plan, supporting our ability to meet long-term objectives. Updating this outdated planning instrument marks a significant step forward, ensuring that future development aligns with both community aspirations and legislative requirements.

A commitment to a thorough and reflective process will capture the intent of the next 20 years of planning and stewardship on Lord Howe Island, reinforcing the community's shared vision.

Attachments

Attachment	Title
Nil	

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Darcelle Matassoni	Senior Projects Officer

Board Meeting: November 2024	Agenda Number: 12.01	Record Number: ED24/8288
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LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Potential Out of Session Approval for DA2024.4.1 – Aaron and Lisa Ralph

Recommendations

1. **Approve** development and circulation of an Out of Session paper to determine DA2024.4.1 if no adverse submissions are received

Current position

A Development Application was submitted by Aaron and Lisa Ralph for a subdivision and construction of a new dwelling and shed, following the dwelling allocation ballot held in 2023.

Following completeness checks, the application was advertised on the 12th of November for a mandatory period of 14 days, finishing 26th November.

The planning assessment process including internal reports and consideration of any submissions could not therefore be complete in time for consideration at the November 2024 Board meeting.

The applicants have requested the Board consider the application out of session when the assessment process is complete, rather than wait for the February 2025 Board meeting

It is recommended that the application be considered out of session if no adverse submissions are received. As the date of close for submissions is the 26th of November, this information will be known at the time of the Board meeting.

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Suzie Christensen	Chief Executive Officer

LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Draft Development Contributions Plan

Recommendations

1. **Note** the consideration of a Development Contributions Plan under Section 7.12 of the *Environmental Planning and Assessment Act 1979* which will apply to new developments on Lord Howe Island.
2. **Approve** that the draft Section 7.12 Development Contributions Plan undertake appropriate legal review and be placed on public exhibition.

Background

In 2023, the Board approved the release of up to 6 dwelling allocations and invited submissions. Clear criteria were issued to determine eligibility and conditions. One of those was the application of a \$20,000 environment levy, increased by CPI from the \$15,000 charged in the previous ballot.

The head of power underpinning the Board's apply fees associated with increased development is Section 7.11 and Section 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

Current position

At the March 2024 Board meeting, a paper was put forward regarding the preparation of a Development Contributions Plan to apply to development on Lord Howe Island. Lord Howe Island does not have a Development Contributions Plan at present and therefore does not have a mechanism to collect contributions towards infrastructure and services that may be affected as a result of new development and increased population on Lord Howe Island.

Section 7.11 and Section 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) authorises a consent authority responsible for determining a development application to grant consent to a proposed development subject to a condition requiring infrastructure contributions of cash and/or land towards the provision or improvement of public amenities and services to meet that development. Section 7.11 contributions are charged where there is a demonstrated link between the development and the infrastructure to be funded. Councils prepare contributions plans that specify what infrastructure will be provided and approximately how much it will cost.

On further investigations it was determined that a Section 7.12 levy is likely to be more appropriate contributions method for Lord Howe Island.

Section 7.12 levies are an alternative to Section 7.11 contributions. Section 7.12 levies are charged as a percentage of the estimated cost of the development as in established area is often difficult to apportion the costs of increased demand on public infrastructure cause by individual developments.

How Does a Contributions Plan Operate

In determining a development application, the Lord Howe Island Board may impose a condition requiring the payment of a monetary contribution. Contributions will be required for all forms of development that create the potential for an increase in demand of public amenities and services.

Further information on the operation of a Section 7.12 Development Contributions plan can be found in the [Section 7.12 fixed development consent levies Practice Note](#).

How are developer contributions spent

The contributions made to the LHIB under the provisions of a Contributions Plan may fully or partially fund the public amenities and services required on Lord Howe Island.

How are developer contributions calculated

The maximum percentages of the cost that can be imposed as a levy are specified in clause 25K of the *Environmental Planning and Assessment Regulation 2000 (EP&A Regulation)*. The levy can only be imposed by a consent authority if a consent authority has a Section 7.12 development contributions plan in place. It is proposed to charge contributions in line with the maximum rates schedule contained in the EP&A Regulation as follows:

- No levy imposed on a development where the development cost is \$100,000 or less.
- A rate of 0.5% for development where the cost is between \$100,001 and \$200,000.
- The rate of 1% for development where the construction cost exceeds \$200,000.

Next steps

- Endorse the Section 7.12 Development Contributions Plan for appropriate legal review.
- Place the Section 7.12 Development Contributions Plan on public notification
- Prepare a post notification report to LHIB on the Section 7.12 Development Contributions Plan for the February LHIB meeting.

Attachments

Attachment	Title
A	Draft Section 7.12 Development Contributions Plan 2024

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Myall Stevens	Associate Director, Infrastructure, Assets & Places, KPMG



Lord Howe Island

Section 7.12 Development Contributions Plan

CERTIFICATION

This Contributions Plan, the Lord Howe Island Section 7.12 Development Contributions Plan (2024), was adopted by the Lord Howe Island Board on XX XXXXXXXX 2024 and came into effect on XX XXXXXXXX 2024.

CHOOSE A CLASSIFICATION LABEL [IF NO RELEVANT CLASSIFICATION, DELETE THIS FIELD AND LEAVE BLANK]

REQUIRED: CM9 REFERENCE

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1.0 Executive Summary

Section 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) authorises a consent authority responsible for determining a development application to grant consent to a proposed development subject to a condition requiring infrastructure contributions of cash and/or land towards the provision or improvement of public amenities and services.

Where the consent authority is the Lord Howe Island Board (LHIB) such a contribution may be imposed on a development only if it is of a kind allowed by and determined in accordance with a contributions plan, such as this Plan.

This Plan has been prepared to authorise the imposition of section 7.12 contributions on development expected to occur on Lord Howe Island (LHI).

In accordance with clause 209(2) of the Environmental Planning and Assessment Regulation 2021 (EP&A Regulation), the rate of the levy for development carried out on land to which this Plan applies is calculated as follows:

Proposed Cost of Development	Levy Rate
Up to and including \$100,000	Nil
More than \$100,000 and up to and including \$200,000	0.5% of the cost of development
More than \$200,000	1% of the cost of development

2.0 Introduction

2.1 Name of the Plan

The Plan is referred to as the Lord Howe Island Section 7.12 Development Contributions Plan. It will hereafter be referred to as “the Plan”.

2.2 Purpose of the Plan

The primary purpose of the Plan is to authorise the LHIB:

- To authorise the imposition of a condition on certain development consents requiring the payment of a contribution pursuant to Section 7.12 of the EP&A Act.
- To assist the LHIB to provide the appropriate public facilities which are required to maintain and enhance amenity and service delivery within the area
- To publicly identify the purposes for which the levies are required.
- To provide a comprehensive framework for the assessment, collection and expenditure of local infrastructure contributions; and
- To enable LHIB to be both publicly and financially accountable in its assessment and administration of the Plan.

This Plan is intended to be updated along with updates to the Community Strategic Plan and yet to be commenced land use study, Local Strategic Planning Statement, Local Environmental Plan and Development Control Plan reviews.

2.3 Land to which the Plan Applies

This contributions plan applies to LHI.

2.4 Structure of the Plan

Section 7.12 of the EP&A Act authorises a consent authority responsible for determining a development application to grant consent to a proposed development subject to a condition requiring infrastructure contributions of cash and/or land towards the provision or improvement of public amenities and services.

Where the consent authority is the LHIB or an accredited certifier, such a contribution may be imposed on a development only if it is of a kind allowed by and determined in accordance with a contributions plan, such as this Plan.

This Plan has been prepared to authorise the imposition of section 7.12 contributions on development expected to occur on LHI.

This Plan has been prepared in accordance with the EP&A Act and EP&A Regulation, including the requirement for the Plan to have had regard to the latest Practice Notes and Ministerial Direction (section 7.17) issued by the NSW Department of Planning, Housing and Infrastructure.

2.5 Relationship to other Plans

The Plan supplements the provisions of, and should be read in conjunction with, the EP&A Act and EP&A Regulation, *Lord Howe Island's Local Environmental Plan 2010*, Development Control Plan, and other relevant plans and policies adopted by the LHIB.

The Council may enter into a Planning Agreement (under Section 7.4 of the EP&A Act) with an applicant as an alternative and/or in addition to imposing a condition authorised by this Plan.

2.6 Exemptions to the Section 7.12 Levy

The following development is excluded from the need to pay a development contribution under this Plan:

- Development with a development cost of less than \$100,000;
- Development undertaken by or on behalf of LHIB or other State Government Agency;
- Alterations or refurbishment of an existing development, where there is no enlargement, expansion, increase in gross floor area or intensification of the current land use;
- An application for emergency services facility;
- An application for educational establishments;
- An application for demolition (where there is not a replacement building or development);
- Development excluded from Section 7.12 contributions by a Ministerial Direction under Section 7.17 of the EP&A Act.

3.0 Operation of the Plan

3.1 When does the Plan take Effect.

The Plan will come into effect once adopted by the LHIB. The commencement date will be the date of the public notice of this decision. Development applications determined on or after this date will be subject to the provisions of the Plan.

3.2 How Does the Plan Operate

LHI is expected to develop in line with the release of dwelling entitlements as documented by the LHIB. The *Lord Howe Island Local Environmental Plan 2010* prevents the consent authority, the LHIB, from

consenting to the development of more than 25 new dwellings over a 20-year period from 2005 to 2025. Only nine allocations have been made in that time.

At the December 2022 Board meeting, the LHIB approved the release of 6 dwelling allocations. The process to deliver these has been developed and reported to February 2023 and May 2023 and December 2023 Board meetings.

The scope and duration of the Plan is anticipated to be approximately ten years and includes the delivery of up to 10 new dwellings on the island beyond those already granted entitlements. This plan will also apply to new tourist accommodation and will be levied at a per person rate.

In determining a development application, the LHIB may impose a condition requiring the payment of a monetary contribution. Contributions will be required for all forms of new residential development, workers accommodation, tourist accommodation and commercial uses that create the potential for an increase in demand of public amenities and services identified in the Plan.

It is intended at the time of preparing this Plan that it performs as an interim Section 7.12 Development Contributions Plan for LHIB. The projects contained within this plan represent the known LHIB projects and associated maintenance at the time of preparing this Plan.

This Plan was prepared while the Community Strategic Plan was underway and before a thorough review of the LHI land use study, Local Strategic Planning Statement, Local Environmental Plan and Development Control Plan reviews were undertaken.

It is intended that following the completion of these strategies and studies several projects will be identified as well as a future plan for the growth of LHI. This information will facilitate a review, and it is considered that an update of this plan or alternative development contributions plan, with an intent of developing a long-term vision and strategy for delivery of open space, community facilities and roads on LHI will be required.

3.3 Expected Types of Development

The development of the land to which this plan applies will primarily take the form of new residential and staff accommodation and commercial development.

3.4 How will the levy be calculated?

In accordance with the EP&A Regulation, the rate of the levy for development carried out on land to which this Plan applies is calculated as follows:

Proposed Cost of Development	Levy Rate
Up to and including \$100,000	Nil
More than \$100,000 and up to and including \$200,000	0.5% of the cost of development
More than \$200,000	1% of the cost of development

$$\text{Levy Payable} = \text{LR} \times \text{DC}$$

LR is Levy Rate as a percentage

DC is Development Cost

The estimated cost of carrying out the development will be assessed in accordance with the requirements of the EP&A Regulation. The value of the works must be submitted by the applicant at the

time of the request and must be independently certified by a Quantity Surveyor registered with the Australian Institute of Quantity Surveyors or by a person with equivalent qualifications.

Furthermore, the LHIB reserves the right to review the valuation of the works and may engage an independent expert to verify the costs. In such cases, the applicant will bear all associated costs for obtaining this advice, and no construction certificate will be issued until the levy has been paid.

3.5 When is the Levy Payable?

Payment of contributions can be made by cash, money order, bank cheque, credit card or any other means determined acceptable by LHIB.

A contribution must be paid to LHIB at the time specified in the condition of development consent that imposes the contribution. If no such time is specified, the contribution must be paid:

- In the case of subdivisions - prior to the issue of the Subdivision Certificate for each stage; or
- In the case of development involving building work prior to the issue of the first Construction Certificate; or
- In the case of development that involves both subdivision and building work, prior to issue of the Subdivision Certificate or first Construction Certificate, whichever occurs first; or
- In the case of development that does not involve subdivision or building work – prior to occupation or the issue of an interim occupation certificate or issue of a final occupation certificate, whichever occurs first; or

It is the responsibility of an accredited certifier to ensure that a condition is imposed on a complying development certificate in accordance with this Plan and that any monetary contributions have been paid to LHIB prior to authorising works to commence.

3.6 How will the levy be adjusted?

Contributions required as a condition of consent under the provisions of this plan will be adjusted at the time of payment of the contribution in accordance with the following formula:

$$\text{Contribution at time of payment} = \$C + A$$

\$C is the original contribution as set out in the consent

A is the adjustment amount which is:

$$\frac{\$C \times (\text{Current Index} - \text{Base Index})}{\text{Base Index}}$$

Where:

Current Index Consumer Price Index (All Groups Index) for Sydney	is the latest quarterly Consumer Price Index (All Groups Index) for Sydney published by the Australian Bureau of Statistics (ABS) at the time of the update of the contribution rate
Base Index Consumer Price Index (All Groups Index) for Sydney	is the quarterly Consumer Price Index (All Groups Index) for Sydney as published by the Australian Bureau of Statistics (ABS) at the date of imposition of the condition requiring payment of a contribution

3.7 Payment of Contributions

In accordance with the EP&A Act, an obligation to provide contributions toward community infrastructure can be satisfied by the payment of a monetary contribution.

Development consents involving the payment of a monetary contribution include particulars of the amount payable in monetary terms. The amount of the contribution shall be the rate applicable at the time of payment.

Generally, the method of payment will be specified as a condition of the development consent. LHIB may consider other methods of payment at its sole discretion and in accordance with the provision of this Plan.

3.8 Deferred and Periodic Payments?

Deferred or periodic payments may be permitted in certain circumstance in accordance with the criteria outlined below:

- a) an application for deferred payment or payment by instalments is to be made in writing to LHIB explaining the circumstances of the request;
- b) the decision to allow a deferred payment will be at the sole discretion of LHIB;
- c) the timing or the manner of the provision of public facilities included in the works program will not be prejudiced;
- d) the amount of the contribution or outstanding balance is not less than \$5,000;
- e) the maximum period of deferred payment of the contribution is two years from the standard payment date;
- f) the maximum period for payment by instalments is two years from the standard payment date; and
- g) deferred payments and payments by instalments are subject to indexation.

If LHIB agrees to accept deferred or payment by instalment, LHIB will require the applicant to enter into a Deed of Agreement and provide a bank guarantee with the following conditions:

- The Deed of Agreement is to be prepared by Applicant's solicitors at full cost to the applicant.
- The Bank Guarantee(s) must be in Australian Dollars from a major Australian Trading Bank and in the name of LHIB.
- The Bank Guarantee is to be for the amount of the total contribution (including indexation), or the amount of the outstanding contribution, plus an amount equal to thirteen (13) months interest, plus any charges associated with establishing or operating the bank security.
- The Bank Guarantee must carry specific wording identifying the exact obligation to which it relates (i.e. Section 7.12 development contributions for development of Lot xx DP xxx under Development Application No. xxx Condition No. xxx).
- The bank unconditionally agrees to pay the guaranteed sum to the Lord Howe Island Board if the LHIB so demands in writing not earlier than 6 months from the provision of the guarantee or completion of the work.
- The maximum time period for a deferred payment will be limited to 24 months.
- The bank must pay the guaranteed sum without reference to the applicant or landowner or other person who provided the guarantee, and without regard to any dispute, controversy, issue or other matter relating to the development consent or the carrying out of development.
- The bank's obligations are discharged when payment to the LHIB is made in accordance with this guarantee or when Lord Howe Island Board notifies the bank in writing that the guarantee is no longer required.
- Where a bank guarantee has been deposited with LHIB, the guarantee shall not be cancelled until such time as the original contribution and accrued interest are paid.
- The Bank Guarantee will be called up by LHIB should the contributions, together with accrued interest and any other charges associated with establishing or operating the bank security, are not be paid by the due date outlined in the Deed of Agreement.

Deferred or periodic payments may be permitted, in accordance with the above requirements, only with approval of the LHIB Officer(s) whose position(s) holds the required LHIB delegations.

3.9 Pooling of Levies

This Plan authorises monetary contributions paid for different purposes in accordance with development consent conditions authorised by this Plan to be pooled and applied progressively for those purposes.

The priorities for the expenditure of pooled monetary contributions under this Plan is the timing of infrastructure provision as set out in the works schedule of this plan in Schedule 1.

3.10 Construction certificates and the obligation of accredited certifier

In accordance with clause 20 of the EP&A (Development Certification and Fire Safety) Regulation 2021, a certifying authority is prohibited from issuing a construction certificate for building or subdivision work under a development consent unless it has verified that all conditions requiring the payment of levies have been met.

Specifically, the certifier must ensure that the applicant provides receipts confirming that all levies have been fully paid. Copies of these receipts must be included with the certified plans provided to the council as per clause 13 of the EP&A (Development Certification and Fire Safety) Regulation 2021. Failure to adhere to this procedure may render the certificate invalid.

Exceptions to this requirement include instances where the council has agreed to alternative payment methods such as works in kind, material public benefit, land dedication, or deferred payment arrangements. In such cases, the council will issue a letter confirming the agreed alternative payment method with the applicant.

3.11 Monitoring and Review Process

The provision of facilities in the Plan reflects current planning and engineering practice, population trends and expected types of development. The types and scales of required services may change over the life of this plan and therefore the services detailed in this plan require periodic review to confirm the nexus between the services being provided and the scale, time, and timing of development on LHI. Consequently, LHIB's aim is to comprehensively review the Plan at five-year intervals.

3.12 Financial Information

The LHIB maintains contributions register and accounting records. An annual report is produced for the Plan in accordance with Part 4, Division 5 of the *EP&A Regulation 2000* and the Department of Local Government Code of Accounting Practice and Financial Reporting.

4.0 Demographics

4.1 Existing Population

This section of the plan outlines the current demographics of LHI and predicted future trends. This also includes development forecasts to ascertain demand on infrastructure and services.

The population according to the ABS 2021 Census is 445. The population is made up of the following characteristics:

Age	No of Persons	% of population
Median age	46	-
0-4	24	5.4
5-9	34	7.7

10-14	16	3.4
15-19	4	0.9
20-24	6	1.4
25-29	18	4.1
30-34	44	9.9
35-39	28	6.3
40-45	39	8.8
45-49	24	5.4
50-54	18	4.1
55-59	42	9.5
60-64	43	9.7
65-69	28	6.3
70-74	25	5.6
75-79	19	4.3
80-84	18	4.1
85+	15	3.4

4.2 Projected Population

The projected population is closely related to the project development as described in 4.1. The release of new dwelling entitlements facilitates new dwellings on the island and therefore more persons can move to the Island. According to the 2021 Census, the average number of persons per dwelling was 2.2 on LHI (compared with 2.6 for NSW).

At the time of preparing this Plan, there are 16 dwelling entitlements remaining with six that were allocated in 2023.

The projected population increase has been adopted at the following rates:

- 1- or 2-bedroom dwelling: 1.5 persons/dwelling
- 3+ bedroom dwelling or single lot: 2.9 persons/dwelling
- Staff Accommodation 1 persons per bed

4.3 Projected Development

Projected residential development on LHI is directly link to the release of dwelling entitlements by the LHIB. As of November 2024, there are 13 remaining dwelling entitlements that can be released under the provisions of the *Lord Howe Island Local Environmental Plan 2010* prevents the consent authority, the LHIB, from consenting to the development of more than 25 new dwellings over a 20-year period from 2005 to 2025. Only thirteen allocations have been made in that time.

At the December 2022 LHIB meeting, the LHIB approved the release of six dwelling allocations which were all required to pay a one-off environment and service levy. Where the levy has been paid, these dwellings

will be exempt from this plan. 4 dwelling entitlements were allocated in 2023, though one has since been foregone. A total of 13 dwellings may be impacted by this Plan before the end of 2025, after which the current LEP limit on new dwellings will expire.

The projected development will be reviewed on an annual basis subject to changes to policy and legislation that applies to LHI.

DRAFT

Schedule 1: Works Schedule

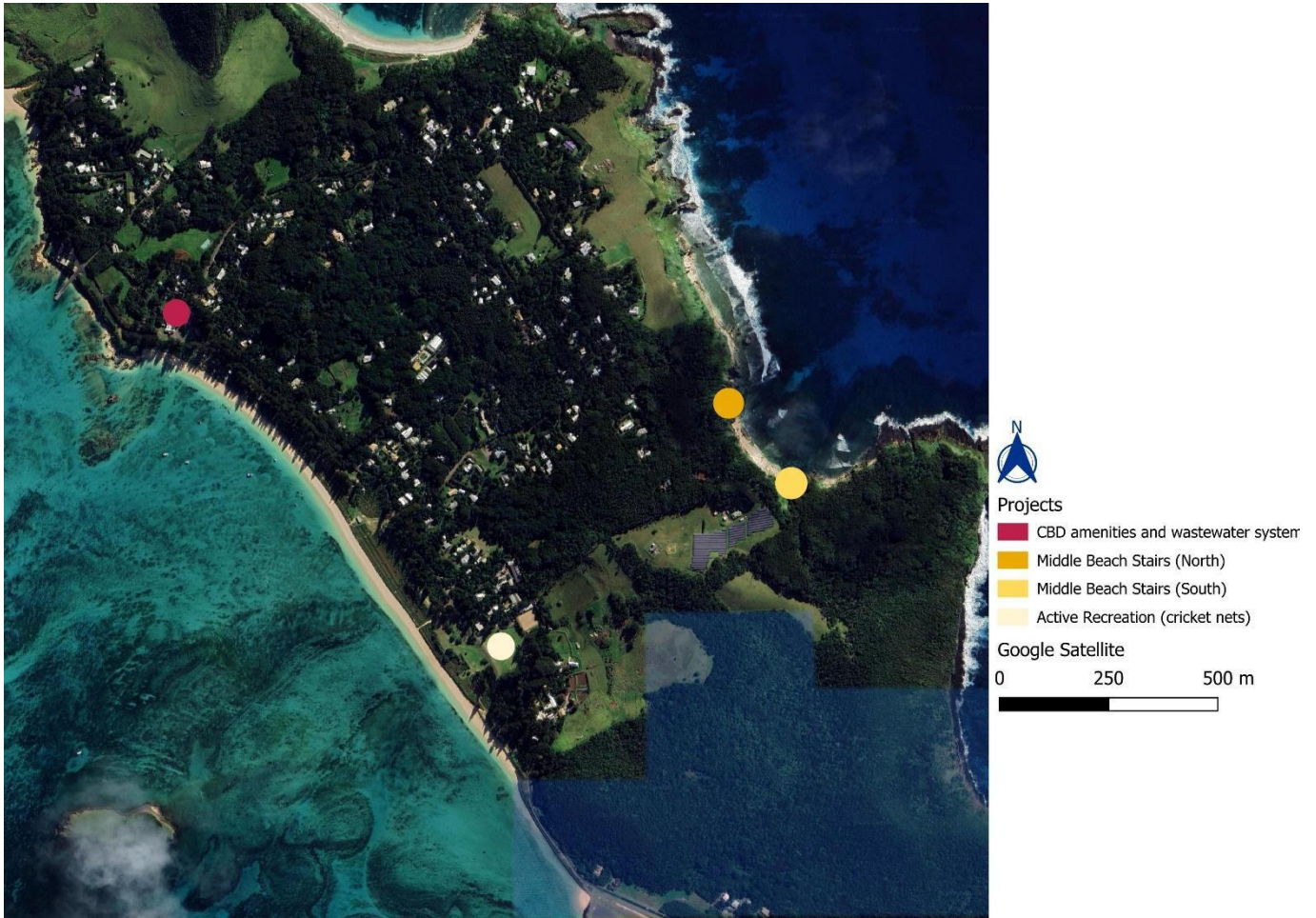
The works listed in this schedule are to be funded from a mix of sources.

Project	Description	Spend over the life of the Plan
CBD amenities and wastewater system	Upgrades to CBD amenities and waste water treatment to increase capacity and treatment quality.	\$100,000
Middle Beach Stairs (North)	Replacement walkway and stairs to Middle Beach north	\$20,000
Middle Beach Stairs (South)	Replacement walkway and stairs to Middle Beach south	\$60,000
Total		\$180,000

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Schedule 2: Map

Maps provided in this schedule indicate the location of works where possible. Precise location of works and specific projects will be determined through detailed design.



LORD HOWE ISLAND BOARD

BUSINESS PAPER

OPEN SESSION

Item

Application for consent to transfer PL1954.02 from Annette Young to Annette Young and Cissy Young as Tenants in Common

Recommendations

1. **The Board recommend** to the Minister to approve the transfer of PL1954.02, being Portion 68, LHI 16 and Lot 275, DP48455 by way of gift from Annette Olive Young as sole tenant to Annette Olive Young holding a 25% share and Cissy Young holding a 75% share, as tenants in common.

Current position

PL1954.02 is currently held by Annette Olive Young. The lease was transferred to Annette Young as sole surviving joint tenant after Bryan Young passed away on 03/01/2024.

On 16/10/2024, an application was received on the prescribed form to transfer PL1954.02, being Portion 68, LHI 16 and Lot 275, DP48455 by way of gift from Annette Olive Young as sole tenant to Annette Olive Young holding a 25% share and Cissy Young holding a 75% share, as tenants in common.

On the application form, Annette Young states the reason for transfer:

- To hold the lease jointly as tenants in common with my daughter Cissy Young, who has been managing the property on the perpetual lease since 2019 and is also a director of the business

On 22/10/2024, Westpac Banking Corporation discharged the mortgage over PL1954.02, thus negating the requirement for the bank to authorise the transfer.

Pursuant to *Section 21* of the Act, the Minister is empowered to grant a lease over vacant Crown land for the purpose of residence. Leases granted pursuant to *Section 21* of the Act are perpetual (*subsection 21(3)*) and may be held by more than one person as joint tenants or tenants in common (*subsection 21(2)*).

Section 23 of the *Lord Howe Island Act 1953* (the Act) governs the transfer of perpetual leases, *Section 23 (1A)* provides that: "A lease may be transferred or subleased to 2 or more persons as joint tenants or tenants in common but, for the purposes of any transfer or sublease to 2 or more persons who are not all Islanders, a reference in this Part (however expressed) to a

person other than an Islander applies in respect of each transferee or sublessee who is not an islander.”

Section 23(4) of the Act provides that “The Board shall have an absolute discretion to recommend the granting or refusal of any application for consent under this section, but shall not recommend the granting of consent to a transfer or subletting to any person other than an Islander unless satisfied that there is no Islander who desires and is in a position to take a transfer or sublease, as the case may be, of the lease”.

The Act does not give any further guidance as to what matters the Board should take into consideration when determining to accept or reject an application. The Board’s Transfer of Perpetual Lease Policy adopted in March 2014 does not give any specific policy guidance other than to state in section 3.1 “The Board will consider the application in accordance with the Act”.

The proposed transfer is consistent with the relevant sections of the *Lord Howe Island Act* and the Transfer of Lease Policy, specifically:

- The applicants have submitted an application in the prescribed form with the appropriate statutory declarations and supporting evidence.
- Both Annette Olive Young and Cissy Young satisfy the definition of an Islander under the Act.
- Cissy Young does not currently hold a perpetual lease on Lord Howe Island.
- Both applicants currently reside on the lease and therefore satisfy Section 21(7) of the Act by residing on their lease

This paper recommends that the Board endorses the application to transfer the lease. The transfer documents, islander status statutory declarations have been reviewed and it has been confirmed that all details provided are accurate and in accordance with the Act.

Attachments

Attachment	Title
A	Nil

Approval and contact

Approver	Position
Suzie Christensen	Chief Executive Officer
Preparer	Position
Lynda Shick	Land & Property Officer