



WESTERN REGION

Strategic Action Plan

Supporting document for the
Western Local Strategic Plan 2021-2026



Local Land
Services



Published by Local Land Services

Western Region Strategic Action Plan supporting document for the Western Local Strategic Plan 2021-2026.

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Western Local Land Services

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing November 2021. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

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Acknowledgement of Country

The Western region is proudly represented by 31 nations of Aboriginal Australia. There is an intangible connection between the people of these nations and the landscape, woven through stories passed down through generations, holding a unique and important knowledge.

Western Local Land Services recognises the importance and value of traditional knowledge in the management of natural resources and productive agricultural land throughout the Western region.

Western Local Land Services seeks input and advice from an Aboriginal Community Advisory Group to help shape its direction and this group has played a vital role in the development of the Western Local Strategic Plan 2021-26.

A key strategy for Western Local Land Services is to engage and include Aboriginal people at all levels of programs and projects that open opportunities to connect to and access Country, practice and share traditional knowledge, and contribute to planning and decision-making. There is also a need to work with the broader community to understand, value and protect important cultural assets and traditions.

We will do this predominantly through the priority project, 'Pathways to Country', which seeks to unearth and renew old pathways to reconnect people with Country, and facilitate a greater connection between Aboriginal people and land managers in the Western Local Land Services region of NSW. It will ensure that Aboriginal people, traditional knowledge, respect and acknowledgement, and contemporary cultural heritage management and protection are valued by our staff and the community, and embedded into all our services and products.

Western Local Land Services takes this opportunity to acknowledge all Aboriginal people within the Western region and pay our respects to past, present, and future Elders and encourages Aboriginal communities to share their insights and knowledge. Similarly, Western Local Land Services encourages the broader community to understand and respect the knowledge of traditional culture and way of life.



Lawrence Clarke

Western Local Land Services Board member

Chair, Western Local Land Services Aboriginal Community Advisory Group

Chair's foreword

Western Local Land Services is the boots on the ground organisation that delivers a range of services to landholders and the community, to fulfil local and regional requirements, while achieving outcomes that satisfy state and national priorities.

These services include agricultural production, biosecurity, emergency management, natural resource management and land management.

Behind the staff delivering these services (across a region that covers 42 per cent of NSW), sits the Western Local Strategic Plan 2021-26. The Plan renews the 2016-21 Local Strategic Plan and sets the direction, strategies, and priorities for Western Local Land Services.

The Plan has been developed by Western Local Land Services with input from its Board members, specialist staff members, advisory groups, industry and community stakeholders, landholders, and the Aboriginal community.

The Western Local Strategic Plan 2021-26 identifies regional priorities and strategies, while being flexible and capable of adapting to future developments around innovation, technology, science, and legislation. Supporting strategic documents, including this Strategic Action Plan, the Western Regional Strategic Weed Management Plan 2017-22, and Western Regional Strategic Pest Animal Management Plan 2018-23, provide a greater level of detail of the priorities, programs, projects and actions that Western Local Land Services will undertake over the next five years to ensure strategies are delivered and goals are achieved.

For the Western Local Strategic Plan 2021-26, and this Strategic Action Plan to be successful, stakeholders involved in the development and delivery of the Plan need to remain engaged and committed during the five-year implementation phase.

I, on behalf of Western Local Land Services, thank all our stakeholders for their commitment to our organisation and the Western region to date and look forward to our relationship continuing during and beyond, the life of the Western Local Strategic Plan 2021-26.

Magnus Aitken

Chair, Western Local Land Services Board



About Local Land Services

Local Land Services is a regional-focused NSW Government agency delivering quality customer services to farmers, landholders and the wider community.

We help people make better decisions about the land they manage, and assist rural and regional communities to be profitable and sustainable into the future. We provide programs and advisory services, associated with agricultural production, biosecurity, emergency management, animal welfare, natural resource management, and travelling stock reserves.

Local Land Services was established in 2014, under the *Local Land Services Act 2013* (NSW) and operates within the Department of Regional New South Wales (DRNSW) as the lead agency that supports sustainability, use and productivity of the State's public and private lands, by providing on-ground and frontline support to land managers.

Objectives of the Local Land Services Act

The *Local Land Services Act 2013*, repealed the *Rural Lands Protection Act 1998*, the *Rural Lands Protection Amendment Act 2008* and the *Catchment Management Authorities Act 2003*.

The legislation makes NSW the only State where publicly-funded biosecurity, natural resources management and agricultural advisory services are provided by a single organisation.

The *Local Land Services Act 2013*, supported by the Local Land Services Regulation 2014 puts local decision making and priority setting at the centre of 11 Local Land Services regions.

The objects of the *Local Land Services Act 2013* (s.3) are:

- a. to establish a statutory corporation (to be known as Local Land Services) with responsibility for management and delivery of local land services in the social, economic and environmental interests of the State in accordance with any State priorities for local land services
- b. to establish a governance framework to provide for the proper and efficient management and delivery of local land services
- c. to establish local boards for the purpose of devolving management and planning functions to regional levels to facilitate targeted local delivery of programs and services to meet community, client and customer needs
- d. to require decisions taken at a regional level to take account of State priorities for local land services
- e. to ensure the proper management of natural resources in the social, economic and environmental interests of the State, consistently with the principles of ecologically sustainable development (described in section 6 (2) of the *Protection of the Environment Administration Act 1991*)
- f. to apply sound scientific knowledge to achieve a fully functioning and productive landscape
- g. to encourage collaboration and shared responsibility by involving communities, industries and non-government organisations in making the best use of local knowledge and expertise in relation to the provision of local land services
- h. to establish mechanisms for the charging of rates, levies and contributions on landholders and fees for services
- i. to provide a framework for financial assistance and incentives to landholders, including, but not limited to, incentives that promote land and biodiversity conservation.

Vision and functions

Local Land Services works towards the objectives of the *Local Land Services Act 2013*, and the state outcome priority: 'Productive and sustainable land use', from the DRNSW Outcome and Business Plan 2020-21. The focus of this outcome is to better manage natural resources, respond to biosecurity risks and improve primary production, productivity and output.

The DRNSW mission statement is:

'Local Land Services works to secure the future of agriculture and the environment for NSW communities. Local people work in local communities to deliver services that are shaped for each community, industry and landscape.'

'Staff work with land managers and community groups to connect information, support and provide funding, to improve agricultural productivity and better manage our natural resources.'

The [Local Land Services State Strategic Plan 2020-30](#)¹ (Appendix A) sets the vision and goals for Local Land Services for the next 10 years and outlines the strategies through which these goals will be achieved.

The Local Land Services State Strategic Plan 2020-30 sets a clear vision for NSW:

'Creating vibrant communities in productive healthy landscapes.'

To achieve this vision, Local Land Services perform the following functions:



Our programs and partnerships grow primary industries productivity and healthy environments.



Our services and partnerships play a vital role in helping to protect against pests, diseases and environmental threats.



We connect with our community and connect our customers with the best services, advice and networks.



We play a vital role in helping primary industries prepare for natural disasters and are on the ground to respond and support when they occur.

How we help

Local Land Services operates through 11 regions across the state and over 90 office locations. In each region, regional priorities and programs are integrated into the delivery of state objectives based on a set of common services (core services).

The 1,000+ workforce provide practical, up-to-date specialist advice and assistance to landholders and the community on the following core services:

- travelling stock reserves
- emergency management
- weed control
- pest animal control
- animal biosecurity and welfare
- plant biosecurity
- conservation and restoration of natural and cultural resources
- land management (native vegetation)
- sustainable agriculture.

Local Land Services also work with a diverse range of partners and investors to deliver programs and actions to support the state and shared vision, deliver outcomes that address local and regional issues, for the benefit of communities and landscapes across NSW.

¹ https://www.lls.nsw.gov.au/_data/assets/pdf_file/0004/1279129/State-strategic-plan-2020-2030-V5-11.09.2020.PDF

Our strategic plan

As defined in the *Local Land Services Act 2013* (s.45-54), each region is required to develop a Local Strategic Plan (LSP, Section 5) to set the vision, priorities and strategy in respect of the delivery of local land services in the region, with a focus on appropriate economic, social and environmental outcomes.

The [local strategic plans](#) define the specific actions and priorities to deliver these strategies. They are tailored to meet the issues, risks and opportunities that characterise the communities, industries, and landscapes of that region.

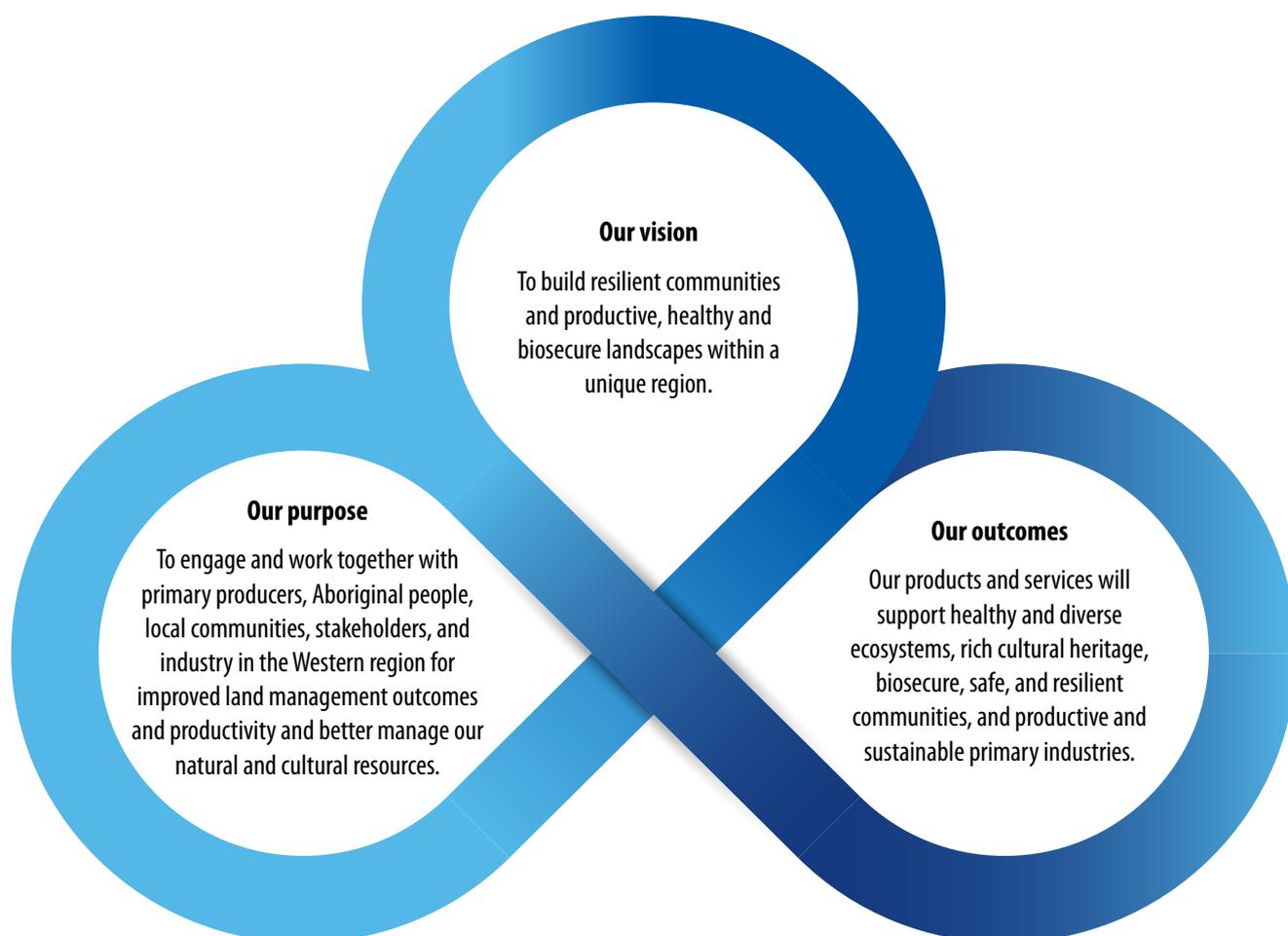
The [Western Local Strategic Plan 2021-26](#)² (Appendix B) is a 'plan on a page' that sets out the five year strategic directions and priority programs for Western Local Land Services. It is based on the five state strategic themes (Enabling, Land Management, Biosecurity, Emergency Management and Primary Production), and outlines 23 strategies and 24 priority programs that focus regional action, initiatives, governance, and investment. It builds on previous regional work and strategies and considers guiding documents and legislation to ensure that we are working consistently within the broader Local Land Services organisation.

Our vision is to build resilient communities and productive, healthy and biosecure landscapes within a unique region.

Our purpose is to engage and work together with primary producers, Aboriginal people, local communities, stakeholders, and industry in the Western region for improved land management outcomes and productivity and better manage our natural and cultural resources.

Our products and services will support healthy and diverse ecosystems, rich cultural heritage, biosecure, safe, and resilient communities, and productive and sustainable primary industries.

We will achieve this by effective, integrated, and valued services, delivered by an adaptable and skilled workforce who are efficient, customer-focused, and innovative.



² https://www.lls.nsw.gov.au/_data/assets/pdf_file/0004/1361677/Western-Local-Strategic-Plan-October-2021-FINAL.pdf



Western's strategic direction

The Western Local Strategic Plan 2021-26 is based on the state strategic themes and includes an internal organisational-focused enabling theme that supports and provides the overarching organisational framework to four external customer and community-focused service delivery themes.

Internal-focused theme and goal

1. Enabling

Enabled by state and regional strategies and plans as well as business services, the Western Local Land Services team of skilled staff will support, engage and work with the people in the region for improved shared outcomes in landscape management, biosecurity, emergency management and primary production.

External-focused themes and goals

2. Landscape management

Connected, healthy and resilient landscapes, delivering production, environmental and cultural outcomes.

3. Biosecurity

Productive and biosecure primary industries.

3. Emergency management

Self-reliant and adaptive communities prepared for emergencies.

4. Primary production

Competitive and sustainable primary industries.



Our strategic action plan

This strategic action plan (SAP) brings together the underpinning information that has gone into the development of the Western Local Strategic Plan 2021-26, and the outcomes of staff, stakeholder, and community feedback.

It goes into further detail to explain each theme and strategy identified by the Western Local Strategic Plan 2021-26 and provides context for each priority program, to support Western Local Land Services with planning and delivery of services.

The SAP is structured to mirror the five state strategic themes, and is organised to provide the following information for each theme:

- local vision and overview – a vision statement and brief overview
- guiding documents – lists the key influencing documents that inform strategic direction and priorities
- local response – identifies the priority programs and alignment to state themes and core services, demonstrating a clear line of sight from state to regional strategic direction
- measuring success – identifies the key measures of success in alignment with state and DRNSW measures of success
- key performance indicators – suite of key performance indicators that will be used to measure and report success.

For each strategy there is information on:

- state alignment – alignment to state strategies and core service outcomes demonstrating a clear line of sight from state to regional strategic direction
- priority program overview – brief description of the priority program and intended outcomes
- local actions – suite of actions that may be implemented by Western Local Land Services over the next five years to deliver on priorities and outcomes.



The SAP outlines actions to strengthen collective capacity and capability, and builds governance, leadership, and systems to support those efforts. It will guide our services, investment, and organisation, and give the community confidence that appropriate action is being taken and progress will be made.

The SAP is designed to deliver services that achieve results at the property, community, landscape, and industry scale, through the improved management of agricultural production, biosecurity, emergency management, animal welfare, natural resource management, and travelling stock reserves .

Our products and services will be tailored to meet local needs, respond to investor and stakeholder priorities, and address state and national priorities.

Western Local Lands Services will continue to grow a value-based culture with people who are engaged, accountable, add value and can deliver state and regional products and services.

The SAP will be revised and updated to ensure it is current and relevant to the needs and priorities of our community and organisation.

Strategic planning framework

Our strategic framework is a tiered system, from statewide planning level, to individual staff member level. This approach ensures line of sight between state priorities and locally developed service delivery.

The [Local Land Services State Strategic Plan 2020-30](#) sets the direction for all 11 regional Local Land Services across NSW and exists as part of the overall framework that links NSW, Australian and Local Government plans and initiatives through all levels of operations. The [Western Local Strategic Plan 2021-26](#) guides operational and business plans, regional project plans, then staff work plans. This provides internal focus on day-to-day delivery, that is aligned to higher level strategy, which promotes accountability and shared responsibility.

In addition, there are a number of influential state and regional strategic planning documents and plans that support and enable our strategic direction and provide the framework for our strategic priorities and programs. It is within these plans that specific outcomes, strategies, actions and measures of success are identified and have been integral to the development of the [Western Local Strategic Plan 2021-26](#).

Furthermore, a range of NSW and Australian Government legislation, policies and plans have influenced the development of the Plan.

When combined, these plans, policies and strategies lay out the overarching goals for NSW and Australia. The actions that contribute to these overarching goals are appropriately reflected at state and local level in the state and local strategic plans and their goals, strategies, objectives, actions and key performance indicators.

The planning framework is represented in Figure 1.

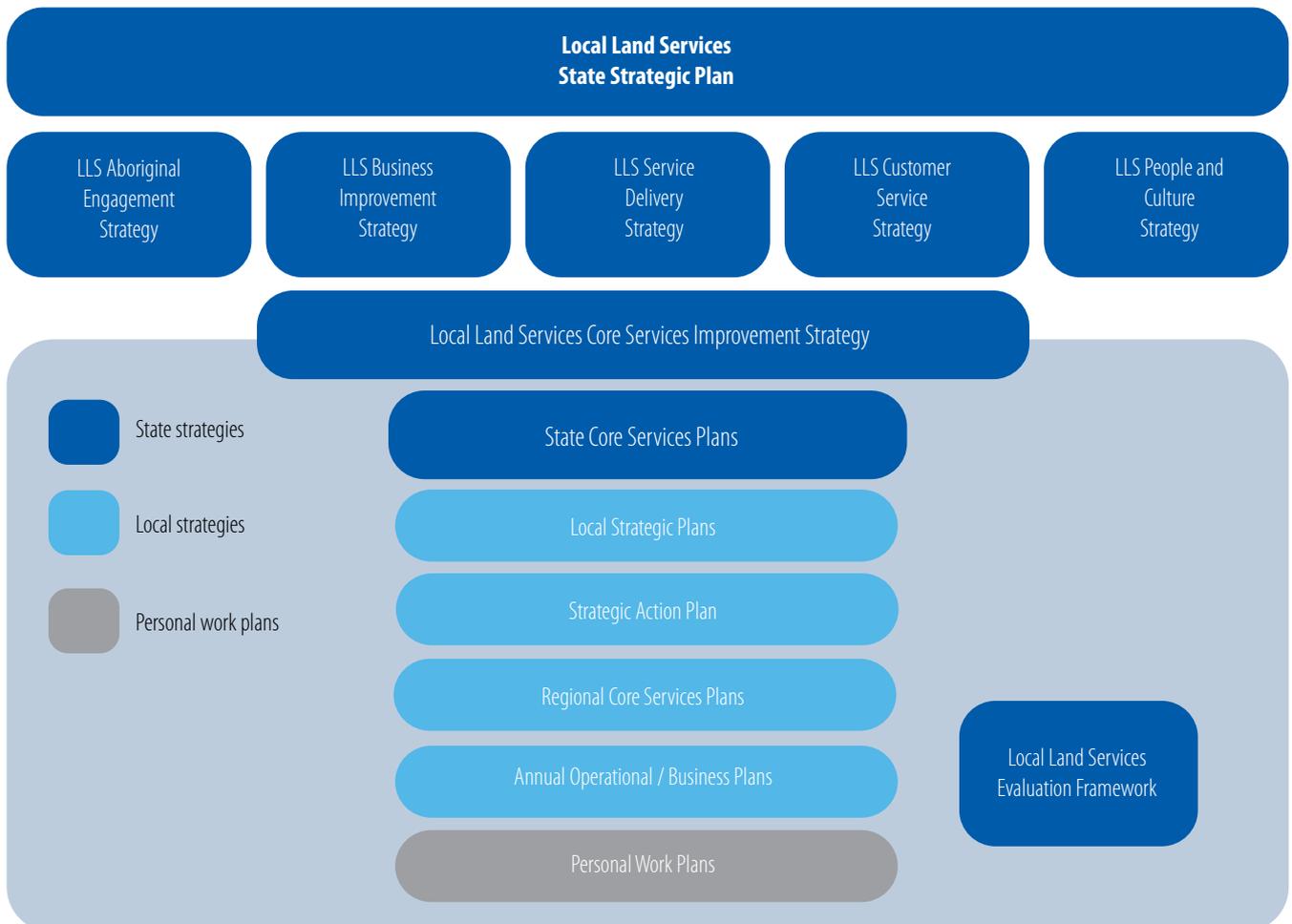


Figure 1: Local Land Services strategic planning framework from the state level, local to personal work plans.



Local people achieving local success

Western Local Land Services has around 60 staff, working from 12 office locations. This means Western Local Land Services understands the needs of the local communities and is well placed to deliver services that address local needs.

Staff live and work in local communities and are on the ground when it matters, connecting with and providing specialist advice, services and products, with the vast and varied primary producers, Aboriginal people, local communities, stakeholders and industry in the unique Western region.

Local Land Services achievements are detailed in [annual reports](#)³, which demonstrate the contributions and progress towards profitable, productive, and healthy landscapes made by Western Local Land Services and by the people and communities served.

³ [Annual reports - Website - Local Land Services \(nsw.gov.au\)](#)

Regional profile

23.3 m ha occupied by agriculture 

45,911 people call it home ⁵
13 % are Aboriginal people ⁶

Top land uses ⁴

- grazing
- dryland agriculture
- irrigated agriculture
- mining
- tourism
- nature conservation
- carbon farming

 total area of the region is **315,500 km²** or **40 %** of the state

63 % reside in the towns of Broken Hill, Cobar and Wentworth ⁷

 **95 %** of native vegetation remains intact

56 average age of landholder ⁸





2,334 farming properties

Annual agricultural output ¹¹

 **\$106 m**
wool

 **\$121 m**
sheep and lambs

 **\$68 m**
goats

 **\$71 m**
grapes (wine)

 **\$67 m**
grapes (other)

 **\$54 m**
cattle and calves

 **\$33 m**
cotton

 **\$18 m**
wheat

 **\$41 m**
almonds

 **\$17 m**
forestry

 **\$52 m**
citrus

Landscape issues

- loss of groundcover
- total grazing pressure
- invasive native scrub
- pest animals
- weeds
- erosion
- habitat modification and biodiversity loss
- water quality and availability
- climate variability and unpredictability

average annual rainfall ⁹

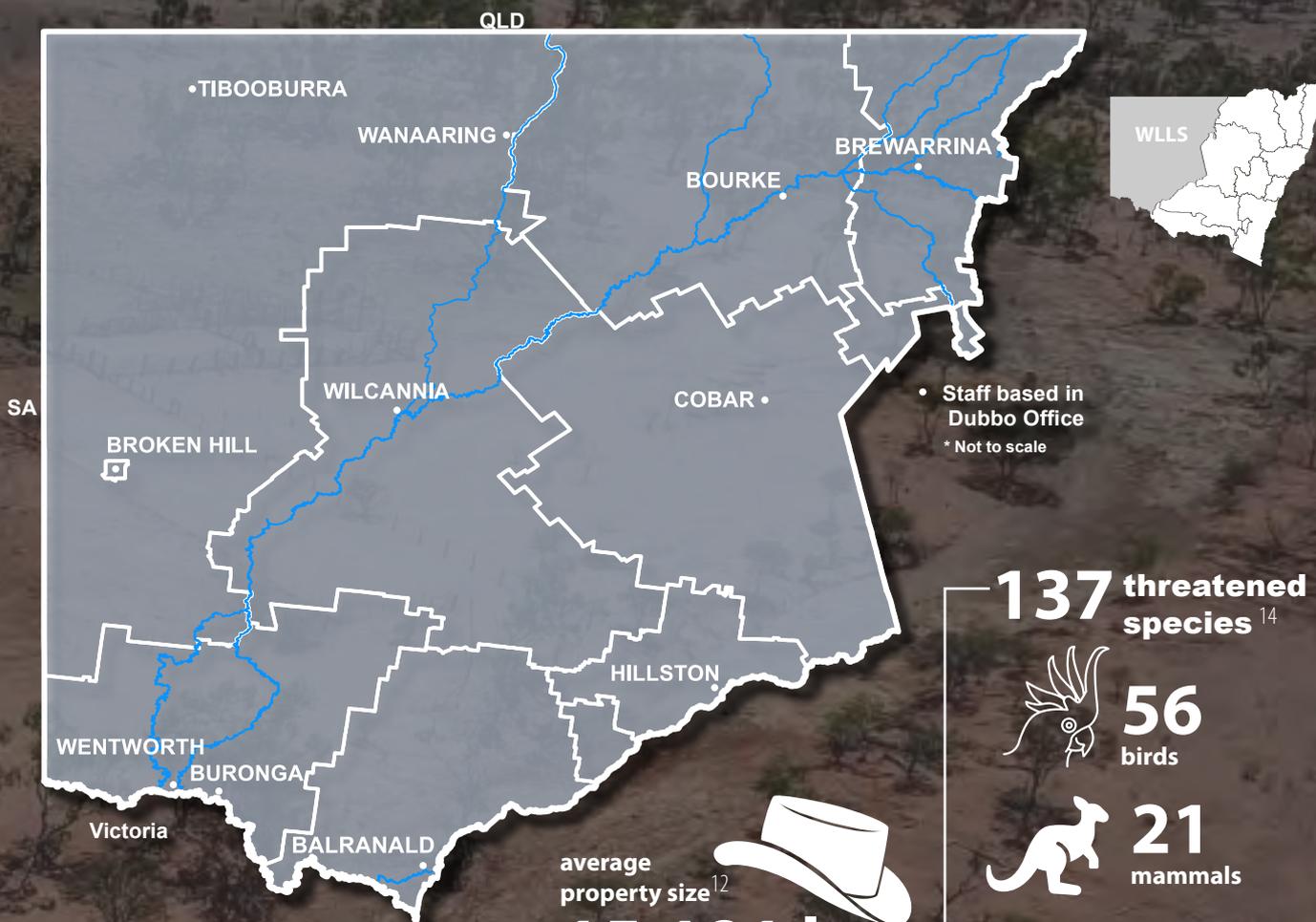
200 mm
in the west



400 mm
in the east

Top property uses ¹⁰

51 % grow sheep for wool  **49 %** grow sheep for meat  **33 %** grow cattle  **27 %** harvest goats  **6 %** grow crops 



137 threatened species¹⁴

56
birds

21
mammals

21
reptiles

10
aquatic animals

29
plants

average property size¹²

15,181 ha



19
endangered ecological communities¹³



Major water resources

- Menindee Lakes
- Lake Victoria
- Great Artesian Basin
- Artesian Springs Ecological Community
- 4 Ramsar wetlands
- Barwon, Darling, Murray and Lachlan river systems
- 62 nationally important wetlands
- 3 endangered aquatic ecological communities

Significant cultural assets



- Brewarrina fish traps
- Mt Grenfell
- Willandra Lakes World Heritage Area
- Lake Victoria
- Mt Hope historic site
- Mutawintji historic site

Issues affecting Country¹⁵

- fish populations
- lack of water
- water quality
- access and working on Country
- sharing traditional knowledge and practice
- employment and decision-making opportunities

* Footnote links can be found under references on page 74.

Westerns' priority programs

To achieve its regional objectives, Western Local Land Services will undertake a number of activities and actions over the life of the Western Local Strategic Plan 2021-26.

Activities range from information and advisory services, to priority programs that will be the focus for Western Local Land Services over the next five years. This is illustrated in Figure 2.

In alignment with the Local Land Services vision, Western Local Land Services has developed its strategies and priority programs to align with the statewide themes and the respective core services that sit beneath, providing a clear line of sight from state to regional strategic direction.

These priority programs were identified through a comprehensive process, which:

- Assessed all existing state and regional plans and strategies to identify priorities. These documents and the priorities and goals they contain have been developed through consultation, assessment of the best science and consideration of best practice and experience. They provide the primary direction for priority setting.
- Called on the experience and knowledge of Western Local Land Services staff.
- Called on the experience and knowledge of the Western Local Land Services Board and advisory groups, including the Aboriginal Community Advisory Group, as representatives of the community.
- Asked the community directly for their concerns and priorities.
- Engaged with industry and key stakeholders to understand their priorities.

Each of the priority programs and their actions were chosen based on the following prioritisation criteria:

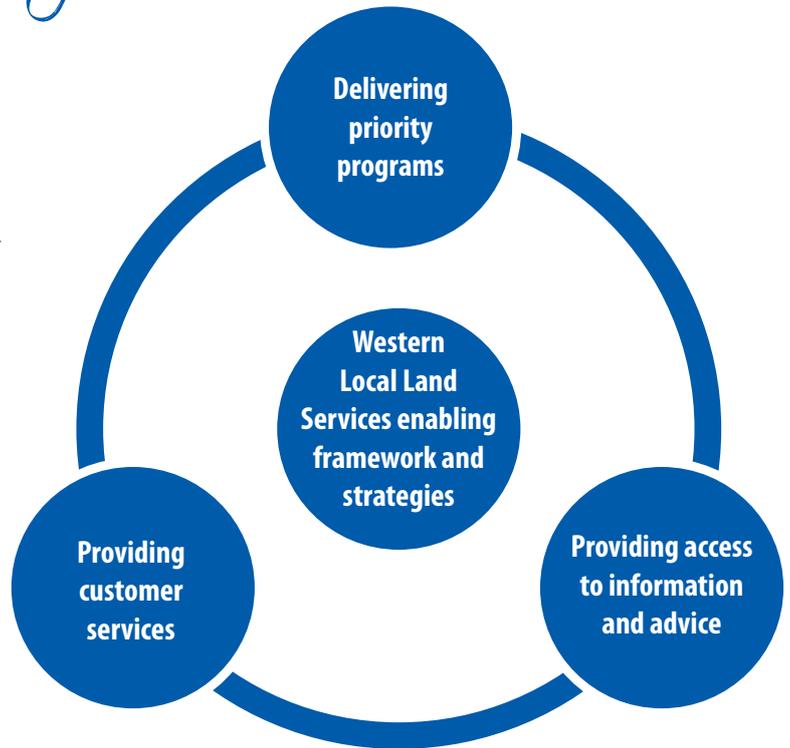


Figure 2: Local Land Services program delivery.



Figure 3: Priority program criteria.



The strategies and priority programs for Western Local Land Services are detailed in the following pages and are aligned with the statewide themes, and core services outlined in the [Local Land Services State Strategic Plan 2020-30](#), providing a clear line of sight from state to regional strategic direction.

The five statewide themes and 17 core services are:

1. Enabling

- 1.1. Services
- 1.2. Engagement
- 1.3. Organisation

2. Landscape management

- 2.1. Travelling stock reserves
- 2.2. Native vegetation and private native forestry
- 2.3. Soils and water
- 2.4. Partnerships and incentives

3. Biosecurity

- 3.1. Plant and animal biosecurity
- 3.2. Maintain market access
- 3.3. Animal welfare
- 3.4. Plant and animal pest incursions

4. Emergency management

- 4.1. Emergencies
- 4.2. Natural disasters
- 4.3. Biosecurity response

5. Primary production

- 5.1. Productive, profitable and sustainable agriculture
- 5.2. Healthy growth
- 5.3. Support

1. Enabling

Local vision: Integrated service delivery, delivering excellent customer services

For Western Local Land Services to achieve its goals, we will implement an enabling framework that supports our four service delivery areas (landscape management, biosecurity, emergency management and primary production), as well as core services.

This enabling framework has three themes:

- services
- engagement
- organisation

Underpinning these themes are several internal state and local strategies and plans.

The enabling framework, strategies, and plans, provide the strategic direction for Western Local Land Services, from the State Strategic Plan 2020-30 to our strategic planning framework (page 10 and figure 4).

We know our customers want to receive consistent and prompt advice and service, no matter who they speak to, be able to contact the right person, and resolve issues quickly, in a professional and courteous way.

Our customers include:

- Land managers - private and public land managers, ratepayers and non-ratepayers.
- Stakeholders - organisations that collaborate and partner directly, with Western Local Land Services to support customer service delivery.
- Investors - organisations and individuals who invest in Western Local Land Services to leverage outcomes.

Our core services include the provision of improved access to data, information and best available knowledge to support decision-making, as well as products to help customers implement improved practices.

These products and services will be delivered through integrated service delivery to support internal and external collaboration and coordination of our core services and priority programs.

Our strategies are developed to provide the detailed actions and measures required to achieve our strategic goals

SERVICES

Service Delivery Strategy

1. We deliver services to achieve customer outcomes and deliver a healthy landscape and sustainable primary industries

Innovation, Improvement and Business Sustainability Strategy

2. We deliver our services with a focus on innovation and recognition of the need for change and adaptation

Local Strategic Plans

3. We engage with our communities to identify the local priorities and goals for Local Land Services

- ✓ Increase in number of landholders engaged
- ✓ Area of improved practices
- ✓ State reforms delivered

ENGAGEMENT

Customer Service Strategy

1. We are a customer focused business that achieves customer outcomes

Aboriginal Engagement Strategy

2. We develop relationships of engagement and inclusivity with the Aboriginal people in our regions

Stakeholder Engagement Strategy

3. We engage with our stakeholders so that they are confident in us and together we achieve healthy landscapes and sustainable primary industries

- ✓ Net Promoter Score
- ✓ Customer satisfaction
- ✓ Stakeholder satisfaction

ORGANISATION

Business Improvement Strategy

1. We constantly review our performance and methods so that our business services support the delivery of customer priorities and outcomes

✓ Net Cost of Service met

People and Culture Strategy

2. We are local and we make sure our people are safe, capable, engaged and accountable so that we achieve customer outcomes

✓ Staff engagement is maintained

Figure 4: Enabling section from the State Strategic Plan 2020-30 (Appendix A).



Measuring success

- Number of advisory services and one-on-one interactions.
- Level of staff, customer and stakeholder satisfaction and engagement.
- Number of programs involving Aboriginal people.
- Number of participants in Aboriginal programs.
- Number of projects, partnerships and groups supported and engaged.
- Number of stakeholder partnerships and opportunities for decision-making.
- Number of training and awareness raising events and participants.
- Integrated service delivery model.



Key performance indicators

KPI 3 - An increase in the number of Aboriginal people involved in programs which encourage connection to Country.

KPI 4 - An increase in the number of Aboriginal people involved in programs which facilitate the sharing of traditional land management techniques.

KPI 17 - An improvement in the level of customer satisfaction with Western Local Land Services' service delivery.

KPI 18 - An improvement in the level of customer and investor satisfaction with the level of integration of Western Local Land Services' services.

KPI 19 - An increase in the number of front-line staff trained in the delivery of customer service.

KPI 20 - An improvement in the level of community participation and engagement in decision making.

KPI 21 - An improvement in the level of regional collaboration with customers, stakeholders and industry with respect to delivery of Western Local Land Services' services.

The key enabling strategies that guide Western Local Land Services include:

- Western Local Land Services Aboriginal and Community Engagement Plan
- Western Local Land Services Our Virtues
- Western Local Land Services Stakeholder Engagement Framework and Action Plan
- Western Local Land Services Communications Strategy
- Local Land Services Aboriginal Engagement Strategy
- Local Land Services Customer Service Strategy
- Local Land Services Service Delivery Strategy
- Local Land Services People and Culture Strategy
- Local Land Services Work Health and Safety Operational Plan
- Local Land Services Business Improvement Strategy
- Local Land Services Core Services Plan
- Local Land Services Performance Standard.

Local response

Western Local Land Services' enabling framework is characterised by three themes with corresponding priority programs and actions that align to Local Land Services core service areas of delivery.

1.1. Services

- 1.1.1. At your service[#].
- 1.1.2. Business adaptation, integration and improvement^{*}.

1.2. Engagement

- 1.2.1. Pathways to country.
- 1.2.2. Primary partners working together.

1.3. Organisation

- 1.3.1. Positive people, positive culture.

[#]At your Service combines customer service and service delivery.

^{*}Business adaptation, integration and improvement combines innovation and business improvement.

1.1 Services



Our goal is to make it as easy as possible for customers to access our services, advice, and products.

We will implement an efficient, integrated business framework that is responsive to customer needs and regional priorities.

State service

We deliver services to achieve customer outcomes and deliver a healthy landscape and sustainable primary industries.

We deliver our services with a focus on innovation and recognition of the need for change and adaptation.

We constantly review our performance and methods so that our business services support the delivery of customer priorities and outcomes. We are a customer focused business that achieves customer outcomes.

State aim

Our services are accessible, professional and responsive, and add value to our customers, stakeholders, and communities.

Local strategy

Deliver a great customer experience by connecting customers with the best services, advice and networks, and by resolving matters efficiently and consistently.

Deliver services through an integrated, strategic and innovative business framework, that considers the impact and influence of climate variability, socio-economic, environmental, and cultural matters.

1.1.1 Priority program – At your service

Strive for excellence in service delivery, by providing our customers with quick and easy access to the right information, consistent and up-to-date advice, professional and courteous interactions, and network connections, that provide greater opportunities and choice.

Local actions



Grow

- Deliver services consistent with the Local Land Services Customer Service Strategy, and Service Delivery Strategy.
- Ensure all services align with the core principles of adding value, customer focus, integrated local delivery, and collaboration.
- Ensure all services align with, and deliver on, regional priorities and community expectations.



Protect

- Prepare, maintain and review a regional communication strategy.
- Increase whole of business understanding of staff roles, expertise, and services for efficient customer referral.
- Empower and support our front-line customer service staff, by equipping them with skills, training, and information to provide accurate, timely, and consistent customer service.
- Make customer service training a core competency for all staff.
- Promote a customer service and delivery performance standard based on 'Our Virtues'.
- Improve how we receive, store and manage customer data and feedback, to better understand and respond to customer needs.
- Innovate our customer experience by enhancing e-business capabilities and online self-service portal services.
- Increase our digital distribution channels and social media presence to improve communication flow and engagement with all our customers.
- Implement business, governance and administrative systems and processes that are robust, easy to use, and readily accessible.
- Adapt to modern systems and innovative technologies in communication, engagement, and service delivery.



Connect

- Connect our customers with the right staff to create a consistent and connected customer service experience.
- Maintain updated information to ensure staff and customers have access to the most recent and best available advice.
- Provide digital solutions by improving our website functionality and 1300 number process, to connect our customers to the right advice.
- Maintain a local presence in as many locations as possible through collaborative partnerships and flexible working arrangements.



Support

- Provide accurate and consistent advice when responding to regional emergencies and natural disasters.

In 2020, Western Local Land Services staff provided advice 7,100 times to customers, on how to improve primary production, biosecurity management and improve biodiversity outcomes.

1.1.2 Priority program – Business adaptation, integration, and improvement

Ongoing service delivery improvement, with an integrated and adaptive approach to planning and implementation, in an environment that supports generation and application of innovative ideas.

Local actions



- Use innovation to drive continuous improvement, improve customer and service delivery, and support sustainable and resilient outcomes.
- Support an integrated service delivery model, where all staff are aware of, and work towards, common goals and service delivery outcomes.
- Maintain an organisation structure that is designed to respond to changing regional priorities, strategic direction, and community needs.
- Integrate evidence-based decision making into planning to ensure, and be confident, that our programs and projects are based on scientific evidence, best available information, or experience.



- Build networks for collaboration and partnership, to seek further external opportunities for increased innovation, and learning.
- Collaborate across all business units, regions and stakeholders, to improve information and knowledge sharing.
- Understand customer and investor needs to identify and act on opportunities to create value, deliver quality services, and promote innovation.
- Create an environment that supports partnership and investment to secure funding for innovative ideas and new opportunities.
- Review and maintain the Western Local Land Services monitoring, evaluation, reporting and improvement (MERI) framework.



- Implement the Local Land Services Business Improvement Strategy.
- Review, improve, and develop business processes and procedures to maximise internal and external efficiency, productivity gain and cost saving.
- Ensure ongoing service delivery improvement, by using an adaptive approach to planning and implementation.
- Encourage and facilitate staff and customer feedback and ideas, through an innovation hub.
- Provide an environment that supports creative thought and captures new insights and ideas to produce sustainable and resilient outcomes.
- Adopt modern technology that adds value, is fit for purpose, and improves organisational performance.
- Prepare, support and help customers and staff during organisational change and reform, to enable successful transitions.
- Monitor customer satisfaction through regular surveys.

We want our business systems and processes to be robust, adaptive, easy to use, informed by our staff and users, and customer focused.



1.2 Engagement

We will engage with local people, our customers, and stakeholders, to foster confidence, participation and investment in the services and projects delivered by Western Local Land Services.

State service

We engage with our stakeholders so that they are confident in us and together we achieve healthy landscapes and sustainable primary industries.

We develop relationships of engagement and inclusivity with the Aboriginal people in our regions.

We are a customer focused business that achieves customer outcomes.

State aim

Our services are accessible, professional and responsive and add value to our customers, stakeholders and communities.

Local strategy

Involve and engage with Aboriginal people in meaningful relationships that acknowledge, value and embed Aboriginal cultural knowledge, practices, responsibilities and opportunities in program design and delivery, to provide greater choice, involvement and access to Country.

Be the primary business partner in the delivery of sustainable agriculture, biosecurity, and natural and cultural resource management initiatives and programs.

1.2.1 Priority program – Pathways to Country

Engage and include Aboriginal people at all levels of Western Local Land Services programs that open opportunities to connect to and access Country, practice and share traditional knowledge, and contribute to planning and decision-making.

Local actions



- Prepare, maintain and review a local Aboriginal Engagement Strategy.
- Promote opportunities for Aboriginal people to connect to Country for the purpose of practicing traditional culture, transferring knowledge, and implementing sustainable land management practices.
- Invest in training opportunities for Aboriginal people in land management and primary industries with a view to long-term employment.



- Improve our understanding of cultural values and traditional land management practices.
- Work with Aboriginal people to determine and meet their aspirations for involvement in the development and delivery of services and products.
- Protect Aboriginal cultural heritage by having consistent protocols and best practice procedures, developed in collaboration with Aboriginal community members.
- Work with land managers and Aboriginal people to protect and restore Aboriginal cultural sites and assets, cultural knowledge and practices, and culturally significant plant and animal species.
- Work with land managers and Aboriginal people to incorporate Aboriginal cultural heritage and knowledge into the care and management of land and water assets.
- Increase youth awareness and knowledge of traditional land management practices and Aboriginal culture.
- Collaborate with Aboriginal Community Advisory Groups to improve service and project development and delivery, and drive continuous improvement.
- Provide ongoing support to Local Aboriginal Community Advisory Groups to ensure groups remain effective, relevant and fit for purpose.

Connect

- Ensure all Western Local Land Services staff have completed cultural awareness training.
- Strengthen and communicate duty of care for Aboriginal cultural landscapes.
- Facilitate and support Aboriginal community members to establish positive and respectful partnerships with landholders and government.



1.2.2 Priority program – Primary partners working together

Find opportunities, resources, and partnerships to grow investment in priority natural resource management, and sustainable, profitable and biosecure industry.

Local actions



- Protect and develop our organisational reputation as the primary land management, biosecurity, and primary production project delivery body in the Western region.
- Foster a philanthropic culture, and establish structures to receive financial contributions from investors.
- Attract and implement funding programs from new and established funding streams, to facilitate new enterprise and investment opportunities in programs, products, and services.



- Develop a compelling and unique organisation profile that aligns with investor priorities and highlights the unique and attractive service we offer.
- Build and strengthen relationships between government departments, industry and organisations to increase outcomes and opportunities based on collaboration and local involvement.
- Understand customer and investor needs and identify and act on opportunities to create value, deliver quality services and promote innovation.
- Inspire a pro-partnering culture across the organisation that is outward-looking, creative, and seeks to collaborate and partner, wherever beneficial.
- Build internal capacity, systems and processes to manage partnership arrangements consistently, efficiently and effectively.
- Build staff capacity to represent the organisation and contribute to strategic decision-making, with a Western perspective.
- Encourage the co-development of projects with government, regions, councils, and community groups, for mutual benefits.



- Develop, maintain, and review an investment strategy to promote investment with relevant partners to deliver strategic outcomes.
- Develop, maintain, and review a stakeholder engagement and partnering strategy.
- Boost Western Local Land Services brand awareness through communication, promotion, and engagement.
- Identify and act on opportunities to create value for customers and investors through integrated service delivery.

Through collaborating with key stakeholders and our customers, we will build strong partnerships, bringing ideas and opportunities together to design, lead, and deliver solutions together.



1.3 Organisation



It is through our people that we will deliver our strategic objectives and priority programs, working together on shared values and purpose, to achieve customer outcomes.

State service

We are local and we make sure our people are safe, capable, engaged and accountable so that we achieve customer outcomes.

State aim

Integrated approach across the organisation building on individual actions taken at a local level, supported by statewide initiatives to connect, develop and support our staff.

Local strategy

Foster a resilient, adaptable, outcomes-focused and safe workforce, within a culture of excellence, inclusivity and integrity.

1.3.1 Priority program – Positive people, positive culture

Support our people to thrive, manage and lead, in an ever-changing environment, by providing education and training to increase knowledge, experience, innovation, and to be collaborative, inclusive, and customer focused.

Local actions



- Ensure our staff are equipped to provide advice and services to achieve healthy landscapes and sustainable primary industries, through continued learning, up-skilling, and development opportunities.
- Undertake a skills audit and develop a workforce plan to address skill gaps, retain talent, and align capability with our strategic direction.
- Implement the Local Land Services People and Culture Strategy.
- Build organisational resilience by implementing succession planning that develops workforce capabilities, to address gaps and promotes continuity of leadership and operations.
- Strengthen our functional leadership and management capacity to drive implementation of our strategies.



- Cultivate a positive workplace culture that supports behaviours, consistent with 'Our Virtues'.
- Promote and support a resilient culture that is agile, and adaptable to change.
- Implement inclusive recruitment strategies to attract a diverse and high-performing workforce.
- Promote cross-team and cross-function development experiences, such as 'A day in the life of'.
- Use staff survey results (People Matters Employee Survey) to drive improvements in the workplace and manage our workforce more effectively.
- Support staff through the Employment Assistance Program.
- Implement targeted coaching and mentoring programs across all levels of leadership.
- Build manager and employee relationships to inspire, unite, and lead us through change.
- Protect our staff and ensure they have the necessary tools, equipment, and skills to undertake work in a safe, healthy, and productive environment.
- Invest in workplace health and safety leadership development.



- Enable greater connectivity, collaboration, and intellectual exchange among teams and networks of professionals with deep technical knowledge and skills.
- Improve workplace communication through transparency and accountability.
- Value our people's contribution and celebrate achievements.





2. Landscape management

Local vision: Connected, healthy and resilient landscapes, delivering production, environmental and cultural outcomes

The Western region is a vast, diverse and resilient landscape, made up of largely intact rangeland ecosystems, rich in biodiversity, natural resources, and cultural heritage, supporting a unique mix of pastoralism, cropping and horticultural enterprises. The landscape provides the opportunity for developing projects to achieve positive social, economic, environmental, and cultural outcomes, while preserving and enhancing the special landscape values.

More than 70 per cent of the Western region is owned and used for primary production, meaning that most of the biodiversity assets and cultural heritage is on private land in rural areas.

Western Local Land Services works with land managers to support improved, profitable and sustainable primary production, within healthy landscapes and diverse terrestrial and aquatic ecosystems.

We encourage and help communities to take part in conservation and protection of natural resources, to improve the management of on-farm natural assets and biodiversity. Meaningful engagement and partnerships with Aboriginal people is core to protecting sites of cultural significance.

Our 2021-26 programs and projects will be targeted and strategic, focused on our priority landscapes, habitats and species, based on best available knowledge and technologies.

To achieve our vision, we establish meaningful relationships and generate new investment for natural resource management and cultural heritage from investors and organisations, with a view of becoming the key service delivery partner and preferred choice for investment.

The delivery of landscape management in the Western Local Land Services region is guided by:

- Travelling Stock Reserves State-wide Plan of Management 2019-24
- TSR State-wide Operations Plan 2021-26
- Western Local Land Services Travelling Stock Regional Reserves Annual Business Plan 2020-21
- [Land Management Framework](#)¹⁶
- Land Management (Native Vegetation) Code 2018
- *Local Land Services Act 2013* (NSW)
- *Crown Land Management Act 2016* (NSW)
- *Environment Protection and Biodiversity Conservation Act 1999* (NSW)
- *Biodiversity Conservation Act 2016* (NSW)
- *National Parks and Wildlife Act 1974* (NSW)
- National Landcare Program (Federal)
- [Local Land Services Natural Resource Management Framework 2021](#)¹⁷
- Western Region Natural Resource Management Plan
- Regional water management strategies.

¹⁶ [Land Management and Biodiversity Reform Framework - Website - Local Land Services \(nsw.gov.au\)](#)

¹⁷ https://www.lls.nsw.gov.au/_data/assets/pdf_file/0011/1326476/NRM-Framework-WEB.pdf



Local response

Landscape management in Western Local Land Services is characterised by four strategies with corresponding priority programs, that align to Local Land Services core service areas of delivery:

2.1. Travelling stock reserves

2.1.1. TSR and Crown land tenure and administration.

2.2. Native vegetation and private native forestry

2.2.1. Native vegetation and land management.

2.3. Soils and water

2.3.1. Biodiversity matters.

2.3.2. Connected and healthy water ways.

2.4. Partnerships and incentives

2.4.1. Partnerships to protect priority landscapes, habitats, and species.



Measuring success

- Revenue raised from TSR.
- Area (ha) of TSR actively managed.
- TSR and other Crown land administration.
- Number of regional TSR plans.
- Number of permits and SWP lease agreements issued for TSR.
- Number of notifications, certifications and set asides.
- Area (ha) of notifications, certifications and set asides.
- Number of advisory services and one-on-one interactions.
- Number of training and awareness raising events.
- Number of participants at training and awareness raising events.
- Number of communication material developed.
- Area (ha) enhanced, rehabilitated, revegetated, or protected.
- Number of landholders, projects, partnerships and groups supported for improved NRM.
- Number of projects undertaken to protect ACH or traditional knowledge sharing.
- Stream length (km) enhanced, rehabilitated, protected.
- Number of stakeholder partnerships and opportunities for decision making.
- Regional Natural Resource Management plan.



Key performance indicators

KPI 10 - An increase in the capacity of land managers to increase enterprise productivity, and sustainability.

KPI 11 - An increase in the level of regional collaboration on programs aimed at improving the management of aquatic environment.

KPI 3 - An increase in the number of Aboriginal people involved in programs which encourage connection to Country.

KPI 4 - An increase in the number of Aboriginal people involved in programs which facilitate the sharing of traditional land management techniques.

KPI 21 - An improvement in the level of regional collaboration with customers, stakeholders, and industry with respect to delivery of Western Local Land Services' services.

2.1 Travelling stock reserves



Western Local Land Services will work with land managers, Crown Lands and stakeholders to ensure travelling stock reserves and other Crown land is managed for economic, environmental, and cultural outcomes.

State service

We manage and provide access approvals to TSRs for productive, environmental, and cultural outcomes.

State aim

Effectively manage TSRs to deliver productive, cultural, and environmental benefits.

Local strategy

Manage TSRs and other Crown lands for economic, environmental, and cultural outcomes, balanced with community needs and strategic priorities.

2.1.1 Priority program – TSR and Crown land administration

Travelling Stock Reserves (TSRs) and other Crown lands are managed for economic, environmental and cultural outcomes, while meeting current and future community needs and strategic priorities.

Local actions



- Work with Crown Lands, Councils, land managers and stakeholders to ensure TSRs and other Crown lands are managed for economic, environmental, and cultural outcomes.
- Seek opportunities to invest in conservation value improvement on TSRs and other managed Crown land.
- Issue reserve use permits for apiary, on selected TSRs.
- Issue stock permits for the movement of stock on selected TSRs and public roads; and grazing permits and Management Agreement Permits, on selected TSRs.
- Issue and administer leases on stock watering places.
- Prioritise income generating activities and work towards achieving the long-term goal for TSR management of cost-neutrality.
- Investigate and progress alternative tenure arrangements for identified TSRs.
- Collaborate with Aboriginal people to explore co-management options and agreements.



- Conduct Aboriginal cultural heritage surveys and protect Aboriginal cultural heritage values on TSRs and other managed Crown land.
- Assess and monitor assets to understand value, liability, and risk; and identify and prioritise works to improve or maintain assets and infrastructure.
- Control pest animals and plants, and diseases on Western Local Land Services managed Crown land, to maintain or improve environmental and cultural values, and meet general biosecurity duty.
- Conduct inspections for grazing management, stock health, infrastructure maintenance, and compliance.



- Provide opportunities for traditional land management practices on TSRs and other managed Crown land.
- Build stronger partnerships with Aboriginal people, to improve access for cultural knowledge sharing and traditional Aboriginal practices on TSRs and other managed Crown land.
- Streamline administrative processes for TSR and other managed Crown land.



- Retain specific TSRs for biosecurity, emergency management, and compliance purposes.

Western Local Land Services is responsible for approximately 97,000 hectares of TSRs, including 255 Stock Watering Places (SWP) and approximately 18,500 hectares of other TSRs.

2.2 Native vegetation and private native forestry

Western Local Land Services supports landholders with clearing, conservation, and restoration of native vegetation, by providing information, advice, and approvals under the Land Management Framework.

State service

We provide advice and approvals for native vegetation and private native forestry management.

State aim

Effectively manage native vegetation to deliver economic, social, and environmental benefits.

Local strategy

Provide accurate, timely advice and services on native vegetation management for balanced production and biodiversity outcomes.

2.2.1 Priority program – Native vegetation and land management

Accurate and timely advice and services delivered by a dedicated and specialist team, to support management of native vegetation in accordance with the land management framework, for increased sustainable production, balanced with environmental, biodiversity and community outcomes.

Local actions



- Integrate native vegetation and land management services across Western Local Land Services business units, for improved efficiencies and consistent messaging.
- Support landholders to make the right choice for their enterprise, based on the opportunities and flexible land use options available under the Land Management Framework and other initiatives (i.e. carbon farming, private land conservation).
- Increase staff capacity to respond to land management and native vegetation enquires, through training and personnel development.
- Collaborate with Crown Lands, the Biodiversity Conservation Trust, and other key state and federal partners to improve processes and approval pathways.
- Investigate flexible land use options and investment opportunities.
- Manage historical native vegetation management arrangements.



- Protect Aboriginal cultural heritage with consistent protocols, implemented in collaboration with Aboriginal community members.
- Increase the integrity of set-aside areas by working with land managers to develop and monitor set-aside management plans.
- Ensure that general biosecurity duty is upheld by landholders undertaking land management practices and set-aside management, authorised under the Land Management Framework.
- Investigate cross region collaboration and additional resources to manage and respond to landholder enquiries during periods of high demand.
- Contribute to broader legislative review with a Western region perspective.



- Review and continuously improve processes, develop innovative approaches, and streamline approval pathways for efficiency and improved response time.
- Increase staff, landholder and community awareness of the land management team; its functions and responsibilities, with targeted communications, education, and promotion campaigns.
- Communicate legislative requirements, constraints, and complexity, to improve staff and community awareness of the Land Management Code.
- Manage landholder expectations regarding timeframes and opportunities under the Land Management Framework through accurate, consistent and regular communication and information.

Our specialist staff will provide land managers with consistent advice and services on the requirements and application of the Land Management Framework, for balanced production and biodiversity outcomes.



2.3 Soils and water - conservation of natural and cultural resources

Western Local Land Services will work with land managers and the community, and collaborate with key partners and investors, to manage threats, and improve and protect the region's natural and cultural resources.

State service

We support the management of the natural resources of soils and water for healthy landscapes and sustainable productivity.

State aim

Conserve and restore valuable natural and cultural assets.

Local strategy

Support land managers and communities to improve and protect soil, water and biodiversity through education, advice, programs, and partnerships.

2.3.1 Priority program – Biodiversity matters

Land managers and regional communities have a greater awareness, knowledge and participation in natural resource and cultural heritage management projects and activities, delivering healthy, resilient and diverse landscapes alongside sustainable production outcomes.

Local actions



- Deliver regionally appropriate on-ground programs, including but not limited to, soil health (erosion), weed management, pest management, total grazing pressure management, riparian and aquatic health, threatened species protection, and vegetation communities management, to achieve biodiversity and sustainable production outcomes.
- Support land managers to access most up to date natural resource management advice, services, and on-ground programs to manage current and emerging threats and impacts.
- Implement the National Landcare Program and other programs for improved biodiversity and environmental outcomes, and management of current and emerging threats and impacts.
- Strengthen the adaptive capacity of land managers and communities through education, technology, innovation, and investment, to improve biodiversity resilience and enterprise viability.



- Identify and reduce threatening processes to biodiversity values and natural resource condition, in priority landscapes, communities and habitats.
- Work with land managers to manage priority weeds that threaten biodiversity values, as identified in the Western Regional Strategic Weed Management Plan.
- Work with land managers to implement landscape-scale predator and competitor control programs, focused on priority landscapes, as identified in the Western Regional Pest Animal Management Plan.
- Work with land managers to protect and rehabilitate areas affected by soil degradation.
- Work with land managers and Aboriginal people to protect and restore Aboriginal cultural sites and assets, cultural knowledge and practices, and culturally significant plant and animal species.
- Work with land managers and Aboriginal people to incorporate Aboriginal cultural heritage and knowledge into the care and management of land and water assets.
- Provide opportunities, and support for projects that improve and protect aquatic and terrestrial refugia.

- Work with Aboriginal people to determine and meet their aspirations for involvement in natural resource management.
- Provide support for community groups, with a focus on environmental sustainability and/or undertaking biodiversity programs.



- Grow community awareness of the rich cultural and natural resources, management options, current and emerging threats, regional priorities, activities, and project opportunities in the Western region, using communication, education, and engagement approaches that are appropriate to the local community and key stakeholders.
- Showcase innovative and best practice land management options that improve both biodiversity and production outcomes, to encourage adoption of sustainable agriculture and on farm biodiversity management.
- Connect people with the best advice on integrating natural resource management with sustainable agriculture production systems.
- Increase our understanding of seasonal variations and climate change impacts on biodiversity, to inform future adaptation priorities for biodiversity conservation programs in the Western region.
- Incorporate information on potential climate change impacts on biodiversity, and design programs to minimise, adapt to, and prepare for these impacts.

2.3.2 Priority program – Connected and healthy water ways

Support land managers and communities improve the condition, health, connectivity and sustainability of surface and groundwater aquatic systems and species by delivering projects that enhance and protect ecological and cultural values, improve resilience to, and preparedness against seasonal variabilities.

Local actions



- Support land managers and the community to improve the ecosystem health and connectivity of rivers, water bodies, and freshwater resources, including surface and groundwater dependent ecosystems.
- Support land managers to manage impacts on water dependent ecosystems, such as total grazing pressure, pest plants and animals, seasonal variations, in-stream structures, fish passage barriers, water quality and water use.
- Seek new opportunities and partnerships for landscape-scale water management and conservation projects, to manage current and emerging threats, protect areas of aquatic and terrestrial refugia, and restore in-stream habitat, condition and connectivity in priority river reaches.



- Understand land manager and community motivations, to identify opportunities to work together for the benefit of aquatic environments.
- Incorporate Aboriginal cultural heritage and knowledge into land and water resource management programs.
- Facilitate and support Aboriginal community members, to establish partnerships with landholders and government in water management.
- Work with Aboriginal communities to better understand cultural values in water management.
- Expand relationships and opportunities with environmental water holders and stakeholders.



- Support industry and the community in valuing and managing aquatic ecosystems through community education events and projects, such as carp musters, fish restocking, fish friendly water extraction technology and citizen science.

The majority of the Western region lies within the Murray-Darling Basin, that supports unique and delicate water-dependent ecosystems. Notably, four wetlands of international significance and 1,600 km of the Darling River (Barka) and its catchment, supports significant life and livelihoods.





2.4 Partnerships and incentives



Collaborating with our community, stakeholders and investors, while understanding their priorities and barriers, will be critical in developing our strategic direction and approach to maximise natural resource management outcomes.

State service

We work with the community to deliver projects and advice for conservation and restoration of our natural resources.

State aim

To maintain and improve priority natural and cultural resources.

Local strategy

Lead and deliver strategic natural resource management and Aboriginal cultural heritage management programs across the Western region, in collaboration with stakeholders and partners, to create joint value and achieve shared outcomes.

2.4.1 Priority program – Partnerships to protect priority landscapes, habitats, and species

Foster partnerships and collaborate with key stakeholders on natural and cultural heritage management, to achieve targeted landscape-scale investment that deliver shared outcomes and benefits to priority species, natural and cultural landscapes, water, land and biodiversity assets of the Western region.

Local actions



Grow

- Grow the reputation of our organisation and team, to be the key land management delivery body in the Western region.
- Foster a philanthropic culture in support of natural and cultural resources and establish structures to receive financial contributions towards natural resource management.
- Attract and implement funding programs from established and new funding streams, and facilitate new enterprise and investment, for greater natural resource management opportunities, products, and services.
- Work closely with partner agencies and local reference groups to develop an agreed vision and priorities for the Western region.
- Develop project briefs and 'shovel ready' strategic proposals, ready to target funding.
- Integrate evidence-based decision making into planning to ensure, and be confident, that our programs and projects are based on scientific evidence, best available information or experience.



- Seek and secure funding under national and state programs for biodiversity, environmental, and cultural outcomes.
- Prepare, maintain, and review a natural resource management plan for the Western region.
- Prepare a prospectus of priority natural resource management projects, for targeted investment and community participation.
- Seek resources and participate in a long-term biodiversity monitoring program and support citizen science programs.



Connect

- Embrace and communicate innovative natural resource management technologies and approaches within primary production systems.
- Communicate, collaborate, and engage, so that our community recognise, understand, value, and respect the natural and cultural values in the Western region, and the role of Western Local Land Services.



Support

- Build staff capacity and skill to prepare, respond, and adapt to, future priorities and programs.





3. Biosecurity

Local vision: Productive and biosecure primary industries

Bordering three states, the Western region is well placed to ensure pest and disease incursions are dealt with swiftly, to protect from potential biosecurity threats. With a small population across a large area, people working together, in collaborative biosecurity management, is critical to address threats posed by pest plants and animals, and diseases, as well as maintaining high standards of plant and animal health and welfare.

Biosecurity management is vital for healthy primary industries, our health and well-being, and allows us to protect and enjoy our unique natural landscapes and environments. Plant and animal biosecurity is about protecting our valuable agricultural resources and industry, people, and the environment from the negative effects of pests, diseases, weeds, and contaminants. Responsibility rests with all of us, under a general biosecurity duty, to prevent significant losses in livestock industries, crop production, and biodiversity.

General biosecurity duty: everyone has a duty to ensure that, so far as is reasonably practicable, that biosecurity risk is prevented, eliminated, or minimised.

In the past 50 years, invasive pest plants and animals, and diseases have cost Australia around \$390 billion in control measures. Lost production and losses to the environment are increasing six-fold per decade and currently costing Australia at least \$8 billion per annum¹⁸.

Western Local Land Services plays a pivotal role in helping to protect the economy, environment, and community from the negative impacts of pest plants and animals, and disease and keeping primary industries productive and biosecure.

We provide services, advice and networks, to support land managers, primary industries, and the community to meet their general biosecurity duty and work together to set priorities and strategies for managing biosecurity risks.

Our district veterinarians and biosecurity officers deliver a range of national, state and local programs, all aimed at safeguarding market access and enhancing livestock productivity and welfare.

We help people make better decisions about the land they manage and assist rural and regional communities to control declared pests and meet general biosecurity obligations.

The delivery of biosecurity management in the Western region is guided by:

- *Biosecurity Act 2015* (NSW)
- NSW Invasive Species Plan 2018-21
- NSW Biosecurity Strategy 2021
- NSW DPI and LLS Animal Biosecurity and Animal Welfare Joint Strategic Plan 2019-23
- Biosecurity (National Livestock Identification System) Regulation 2017 (NSW)
- *Prevention of Cruelty to Animals Act 1979* (NSW)
- *Exhibited Animals Protection Act 1986* (NSW)
- *Animal Research Act 1985* (NSW)
- Western Regional Strategic Weed Management Plan
- Western Regional Strategic Pest Animal Management Plan
- Weeds Action Program 2020-25
- Wild Dog Management Strategy
- The Australian Weeds Strategy 2017-27
- Australian Pest Animal Strategy 2017-27.

¹⁸ [Biosecurity - First quarter 2021 - CSIRO](#)



Local response

Biosecurity management in Western Local Land Services is characterised by four strategies with corresponding priority programs and actions, that align to Local Land Services core service areas of delivery.

3.1. Plant and animal biosecurity

3.1.1. Boosting biosecurity defences.

3.2. Maintain market access

3.2.1. Strengthening Western NSW products and marketability position.

3.3. Animal welfare

3.3.1. Healthy animals, healthy industry.

3.4. Plant and animal pest incursions

3.4.1. The pest group model.

3.4.2. Western's least wanted - pest plants.

3.4.3. Western's least wanted - pest animals.



Measuring success

- Area (ha) of pest plant, pest animal or disease managed.
- Number of animal disease surveillance and animal welfare investigations.
- Number of projects, partnerships and groups supported.
- Number of training and awareness raising events and participants.
- Number of advisory services and one on one interactions.
- Number of stakeholder partnerships and opportunities for decision making.
- Level of staff, customer and stakeholder satisfaction and engagement.



Key performance indicators

KPI 12 - New and emerging pest animals, weeds, plant pests and diseases and animal diseases detected and contained.

KPI 13 - An increase in the capacity of land managers to contain invasive species, plant pests and disease and animal pests and diseases to reduce their impact on landscapes and agriculture.

KPI 14 - An increase in the level of awareness by land managers of existing and new and emerging biosecurity risk.

KPI15 - An improvement in the level of regional capacity to ensure the traceability of horticultural produce and animal products.

3.1 Plant and animal biosecurity

A man wearing a blue shirt, a blue cap, and a watch is looking at a cactus in a field. The background shows a clear blue sky and some other vegetation.

We work with individual landholders, communities, groups, and primary industries to help fulfill their general biosecurity responsibilities to manage pest plants and animals, and diseases.

State service

We work to prevent the spread of plant and animal pests and diseases.

State aim

To reduce the impact of animal diseases on farm profitability and the economy and maintain animal welfare standards.

To reduce the impact of plant diseases on farm profitability and the economy.

Local strategy

Raise awareness, and adoption of, shared biosecurity responsibility, innovation and best management practices against pest plants, pest animals, and diseases.

3.1.1 Priority program – Boosting biosecurity defences

Stronger regional biosecurity response and defence by supporting landholders, primary industries and the community meet their general biosecurity duty for pest plants and animals and plant and animal pests and diseases.

Local actions

Protect

- Deliver consent, compliance and enforcement activities that educate and protect Western communities and industries from biosecurity risks.
- Up skill staff to improve internal capacity, to support industry and producers with animal biosecurity, the National Livestock Identification Scheme (NLIS), animal welfare regulatory requirements, compliance, identification, and reporting.
- Support landholders to meet their general biosecurity duty, through the development and implementation of voluntary biosecurity plans.

Connect

- Build community capacity in, and encourage wider use of, purpose-built systems, to improve reporting of pest and disease distribution, impact, and management.
- Develop and deliver a biosecurity communication strategy specific to the Western region.
- Deliver internal and external training courses on the appropriate use of baits and pesticides, trapping, and firearms, to maintain competencies and uphold legislative requirements.
- Deliver education, training, and technical support, including workshops and events, to enhance community-wide knowledge of general biosecurity duty.
- Provide training to improve capacity and knowledge of biosecurity threat identification, diagnostics, surveillance, reporting and tracing systems, and control methods.
- Provide information, products and services that promote best practice in plant and animal biosecurity.

Support

- Maintain a full complement of trained authorised control officers and authorised officers ready to respond to biosecurity threats.

The best defence against pests and diseases is effective biosecurity risk management that involves timely identification, containment, and eradication of biosecurity threats, to prevent pest plants and animals, and diseases entering emerging, establishing, and spreading across the landscape.



3.2 Maintain market access



Western Local Land Services helps primary producers grow safe, clean food, and maintain integrity and traceability of plant and animal products, to enable continued market access.

State service

We strive to enhance the health of animals, plants and their products.

State aim

To reduce the impact of animal diseases on farm profitability and the economy and maintain animal welfare standards.

To reduce the impact of plant diseases on farm profitability and the economy.

Local strategy

Support primary industries to maintain integrity and traceability of plant and animal products, to ensure risk containment, to maintain market security and access for the Western region.

3.2.1 Priority program – Strengthening Western NSW products and marketability position

Support primary industries to maintain integrity and traceability of plant and animal products, to ensure containment of risks, for improved profitability, market access and security, and a collective reputation for delivering customer-valued, safe, and quality food products.

Local actions



- Partner with key stakeholders and industry on research and development projects and initiatives to gain access to premium markets and increase investor interest and confidence.
- Ensure regulatory responsibilities for biosecurity integrity and traceability are met, including compliance with the NLIS on farm, during transport, and at point-of-sale or display.



- Support landholders to meet their general biosecurity duty, through the development and implementation of voluntary biosecurity plans.
- Up skill staff to improve internal capacity to support industry and producers with animal biosecurity, NLIS, animal welfare regulatory requirements, compliance, identification, and reporting.
- Implement Western Local Land Services' roles and responsibilities for biosecurity management, identified in the NSW biosecurity guidelines (NSW Biosecurity Strategy 2021).



- Deliver education, training, and technical support, including workshops and events to enhance community-wide knowledge of general biosecurity duty, animal welfare, Property Identification Code (PIC), and NLIS requirements.
- Target communications to primary producers (including large and small holdings, agistment blocks, and absentee owners) on general biosecurity responsibilities.
- Provide training to improve capacity and knowledge of biosecurity threat identification, diagnostic, surveillance, reporting and tracing systems, and control methods.
- Provide accessible and timely testing and reporting, to enhance early detection of biosecurity threats.
- Connect landholders and industry to new technologies, innovations and services in reporting, diagnostics, and biosecurity collection processes.



- Support the NSW DPI to contain biosecurity threats.
- Respond to suspected and confirmed animal biosecurity hazards, including chemical residues and notifiable disease incursions.
- Prevent and prepare for high-risk emergency animal disease outbreaks, with staff training and community and agency engagement.

Biosecurity is good for business. Practicing good biosecurity means taking action to protect your property and business from the negative impacts of pests, diseases, weeds, and contaminants.

3.3 Animal welfare



Western Local Land Services is committed to providing support to livestock industries on animal health and welfare management, to ensure that livestock animals are protected and meet increasing community expectations.

State service

We provide advice and information to enhance animal welfare.

State aim

To reduce the impact of animal diseases on farm profitability and the economy and maintain animal welfare standards.

Local strategy

Provide advice and information to enhance animal welfare standards, by educating and enabling primary producers to take the right action at the right time.

3.3.1 Priority program – Healthy animals, healthy industry

Livestock managers prioritise animal welfare and are motivated to take appropriate and responsible livestock management actions at the right time, for good animal health and welfare outcomes, flock and herd viability, for profitable and productive agricultural systems.

Local actions



Grow

- Integrate animal welfare considerations into planning, project management, and risk assessment processes, to support early intervention, and good animal health and welfare outcomes.



Protect

- Up skill staff to improve internal capacity, to support industry and producers with animal welfare management and regulatory requirements.
- Support landholders to meet their animal welfare responsibilities through the development and implementation of voluntary biosecurity plans.
- Implement efficient and effective animal welfare monitoring, compliance, and enforcement systems.
- Improve the knowledge and skills of authorised officers and decision makers, in welfare standards and legislative responsibilities.



Connect

- Biosecurity officers and district veterinarians are readily accessible and contactable, to enhance early detection and timely response to animal welfare issues.
- Deliver industry specific education, training, and technical support, including workshops and events, to enhance knowledge of animal welfare requirements, standards, guidelines, and codes of practice.
- Target communications to address early signs of animal welfare issues and responsibilities, at all stages of the supply chain, including on farm, transport (fit to load), and sale yards.
- Develop tools to help livestock managers identify animal health condition, to influence positive behavioural change, and improve biosecurity duty compliance.
- Connect landholders and industry to new technologies, innovations and services in animal welfare identification, assessment, response, and reporting.
- Provide products and services to stock managers that promote best practice in animal welfare and stock management, to improve animal welfare knowledge, skills, and compliance.

Support

- Provide veterinary assessment, first aid treatment, and humane euthanasia of animals during emergency responses.
- Provide support and advice to enforcement agencies on animal welfare matters and investigations.
- Establish infrastructure at strategic locations for use in the event of animal welfare emergencies, such as portable stock yards.



3.4 Pest plant and animal incursion



Pest plants and animals threaten primary production, groundcover, native plants and animals, as well as presenting major biosecurity threats. They cause significant financial losses to primary industries, as well as causing cultural, public amenity and ecological impacts.

State service

We work to undertake surveillance and control pests.

State aim

To reduce the impact of invasive weed and pest animal species on natural resources and agriculture.

Local strategy

Support primary producers and the community to identify, contain, report and manage risks posed by pest plants and animals to the natural environment and primary industries.

Build capacity at group, community and individual level in pest plant, pest animal, and disease management.

3.4.1 Priority program – Pest group model

Apply the pest management group model to increase capacity of groups, communities, and individuals, to participate in integrated and coordinated biosecurity landscape and property-scale programs, and meet general biosecurity duty for pest plants and animals, and plant and animal pests and diseases.

Local actions



- Support land managers and stakeholder groups to participate in coordinated programs that manage pest plants and animals and diseases, to reduce impacts on landscapes and primary production.



- Inform land managers of their obligations under the *Biosecurity Act 2015* through education, printed material, web-based resources, and one on one interactions.
- Engage with, and understand the characteristics and motivations of, absentee landholders in the Western region, to ensure general biosecurity duty and sustainable land management practices are implemented.
- Improve stakeholder and state collaboration, to achieve consistent and effective approaches for cross-jurisdictional pest plant and animal management.
- Develop cost-sharing arrangements between local control authorities and pest management groups, to improve program efficiency and delivery.
- Seek resources for, and participate in, long-term pest animal monitoring programs, to improve understanding, and develop evidence-based programs.
- Provide locally relevant input into the development of programs, policies, and procedures at all levels (regional, state, and federal).
- Understand the needs of, and support the efforts of, pest management group leaders, and champion landholders.



- Connect pest management groups, landholders, and industry to emerging investment opportunities and information.
- Grow and strengthen the pest animal group model, to build community and industry capacity, to prevent and manage pest animal and disease biosecurity risk.
- Work in partnership with local control authorities, regional groups, and communities, to build capacity to prevent and manage pest plant and disease biosecurity risk.



Western Local Land Services is well positioned to support a group model and lead coordinated, regional priority programs in pest plant and animal management for landscape and property-scale outcomes.

3.4.2 Priority program – Western’s least wanted - pest plants

Working together to address all identified priority weed objectives in the Western Regional Strategic Weed Management Plan, to help land managers and stakeholder groups to reduce the adverse impacts of weeds on landscapes and primary industries.

Local actions



- Deliver regionally appropriate on-ground weed management programs at all stages of invasion (prevention, eradication, containment, and asset protection), to minimise spread and reduce impacts of weeds.
- Deliver integrated weed management programs, using a range of weed management techniques including biological, cultural, physical, and chemical control.
- Provide programs and opportunities to land managers and stakeholder groups, to implement actions in the Western Regional Strategic Weed Management Plan.
- Coordinate and deliver the activities and programs under the Western Weeds Action Program, and supporting regional plans (Inspection Program, High Risk Pathways Plan, Rapid Response Plan, and Weed Incursion Plan).



- Inform land managers of their weed management obligations under the *Biosecurity Act 2015*, through education, printed material, web-based resources, and one on one interactions.
- Gain a better understanding of the impacts of a changing climate on weed species behaviour, and the interplay between natural systems and weeds.
- Seek new opportunities and partnerships for landscape-scale weed management.
- Partner with research organisations to develop emerging technologies, innovations, and best practices to manage invasive species.
- Promote innovative solutions to better detect, report, and manage invasive plant species, such as drones, remote sensing, custom built apps, tools, biological controls, and genetic technologies.
- Review regional weed management plans, in collaboration with regional groups and stakeholders, to consider new threats and changes in distribution of current and emerging invasive species.
- Develop strategic shelf-ready weed management programs, to respond to, and seize upon, investment opportunities and initiatives.
- Prepare, review, and monitor management plans for regional priority weed species.



- Develop, implement, and review a regional monitoring, evaluation, reporting and improvement plan for weeds.
- Provide training to improve weed identification, diagnostic, surveillance, reporting, tracing systems, and control methods.
- Provide access to a range of web based and printed information and resources such as NSW WeedWise app, Weeds Australia, Weed Decks, glovebox guides and weed identification guides, to improve identification skills, knowledge, and adoption of best practice weed control methods.
- Develop and deliver educational and awareness-raising programs on weed management to influence positive behavioural change, improve management, minimise incursions and spread.

Weeds cost NSW agriculture \$1.8 billion per year¹⁹ in productivity losses and control costs. The Western region has a number of priority invasive weed species, including parthenium weed, mesquite, Hudson pear, prickly pear, mother of millions, African boxthorn, bridle creeper, willow rhus, rubber vine, parkinsonia and sagittaria.

¹⁹ https://www.dpi.nsw.gov.au/_data/assets/pdf_file/0003/807753/InvasiveSpeciesPlan2018.pdf

3.4.3 Priority program – Western’s least wanted - pest animals

Working together to address all identified priority pest animal objectives in the Western Regional Strategic Pest Animal Management Plan, to reduce the adverse impacts of pest animals on landscapes and primary industries.

Local actions



- Deliver regionally appropriate on-ground pest animal management programs in all categories (prevention, eradication, containment, asset-based protection and limited action), to minimise the spread and reduce the impacts of pest animals.
- Provide programs and opportunities to land managers and stakeholder groups, to implement actions in the Western Regional Strategic Pest Management Plan.
- Support the NSW Wild Dog Fence Extension project and other government initiatives.



- Inform land managers of their pest animal management obligations under the *Biosecurity Act 2015*, through education, printed material, web-based resources, and one on one interactions.
- Gain a better understanding of the impacts of a changing climate on pest animal behaviour, movement, abundance, and the interplay between natural systems and pest animals.
- Seek new opportunities and partnerships for landscape-scale pest animal management.
- Partner with research organisations to facilitate the development and implementation of emerging technologies, innovations, and best practices.
- Promote innovative solutions to better detect, report, and manage invasive animal species, such as drones, remote sensing, custom built apps, tools, biological controls, and genetic technologies.
- Review regional pest animal management plans, in collaboration with regional groups and stakeholders, to consider new threats and changes in distribution of invasive species.
- Develop strategic shelf-ready pest animal programs, to respond to, and seize upon, investment opportunities and initiatives.
- Prepare, review, and monitor management plans for regional priority pest animals.

Connect

- Develop, implement, and review a regional monitoring, evaluation, reporting and improvement plan for pest animals.
- Provide training to improve pest animal identification, surveillance, reporting, tracking systems, and control methods.
- Support access to a range of web based and printed information and resources such as PestSmart, Feral Scan, and Centre for Invasive Species Solution (CRCC), to improve knowledge and skills in identification, and best practice pest control methods.
- Develop and deliver educational and awareness raising programs on pest animal management to influence positive behavioural change, improve management, minimise incursions and spread.

It is estimated that pest animals cost the NSW economy over \$170 million annually²⁰. Wild dogs have an impact of \$89 million on average, per year across Australia, through lost productivity via livestock predation.²¹

²⁰ https://www.dpi.nsw.gov.au/_data/assets/pdf_file/0003/807753/InvasiveSpeciesPlan2018.pdf

²¹ <https://pestsmart.org.au/toolkits/wild-dogs/>



4. Emergency management

Local vision: Self-reliant and adaptive communities, prepared for emergencies

The Western region is characterised by long dry periods, interspersed with slow moving floods that inundate large areas of the landscape. Damaging storms, that can displace livestock and damage crops, are also a feature. The Western region is expected to experience an increase in all temperature variables (average, maximum and minimum), and severe fire weather days, in the coming years and ongoing into the future. Changes to rainfall patterns and intensity is projected, causing flooding and droughts, water quality and soil erosion issues ²².

These predicted changes are likely to change the severity and occurrence of natural disasters, impacting animal, plant and human health, agricultural systems, regional communities, natural ecosystems, regional infrastructure, and fire management ²³.

Responding to these conditions and other emergencies, including biosecurity and animal welfare, requires a skilled and prepared team and community.

Under NSW emergency management arrangements, NSW Department of Primary Industries (NSW DPI) is the appointed combat agency for biosecurity (animal and plant) emergencies, and leads other agencies in the prevention of, preparation for, response to, and recovery from emergencies affecting animals and plants, both terrestrial and aquatic. It is also the support agency for natural disasters that impact agriculture and animal services.

Western Local Land Services is a key partner in emergency response and recovery, and plays a crucial role in managing emergencies that affect the community, environment, and economy.

We work with NSW DPI, other key emergency management agencies and communities, to provide vital support in emergencies, including natural disasters such as flood, bushfire, and severe storm events; and animal welfare incidents, such as stock transport accidents. We respond to biosecurity events involving animal diseases, as well as pest plant and animal incursions, such as invasive weeds and Locust plagues.

We help landholders plan and prepare for, respond to, and recover from, biosecurity emergencies and natural disasters, and are here to help recovery from biosecurity events or natural disasters.

The delivery of emergency management in the Western region is guided by:

- State Emergency Management Plan 2012 (EMPLAN)
- Agriculture and Animal Services Functional Area Supporting Plan (NSW)
- Biosecurity (Animal and Plant) Emergency Sub Plan (NSW)
- NSW Biosecurity Strategy 2013-21
- NSW DPI Emergency Response and Recovery Manual 2019
- NSW DPI and LLS Emergency Management Plan 2020-21
- *Biosecurity Act 2015* (NSW)
- *Prevention of Cruelty to Animals Act 1979* (NSW)
- *Local Land Services Act 2013* (NSW).

²² <https://climatechange.environment.nsw.gov.au/-/media/NARCLim/Files/Regional-Downloads/Climate-Change-Snapshots/FarWestsnapshot.pdf?la=en&hash=0E93C759F2C70F18E641A0A6A072FD0C62BBC546>

²³ <https://climatechange.environment.nsw.gov.au/-/media/NARCLim/Files/Section-4-PDFs/Far-West-Enabling-Regional-Adaptation-Report.pdf?la=en&hash=27D069BBA91B10E9F65ABA8F14AFF99EFCBF7D11>



Local response

Western Local Land Services emergency management is characterised by three strategies with corresponding priority programs and actions that align to Local Land Services core service areas of delivery.

4.1. Emergencies

- 4.1.1. Ready when it matters.
- 4.1.2. Partners in emergency management.

4.2. Natural disasters

- 4.2.1. Strong and resilient together.

4.3. Biosecurity risk management

- 4.3.1. Biosecurity risk management.



Measuring success

- Number of emergency management (EM) preparatory exercises.
- Number of staff trained in EM.
- Number of regional collaborations on EM.
- Number of EM responses attended.
- Regional EM plan.



Key performance indicators

KPI 5 - An improvement in the regional capacity to prevent, prepare for and respond to biosecurity and natural disaster risks.

4.1 Emergencies



Emergency management is a shared responsibility, involving prevention, preparedness, response and recovery from, emergency events, to return communities, the environment and economy to business as usual.

State service

We help land managers in preventing, preparing for, responding to and recovering from emergencies.

State aim

To reduce the impact of natural disasters and biosecurity emergencies on communities, environment and the economy.

Local strategy

Maintain a high level of staff preparedness and capacity, to respond to biosecurity incidents and emergencies across the state. Support regional and local emergency management (EM) planning committees in emergency planning, coordination, and response and recovery arrangements.

4.1.1 Priority program – Ready when it matters

Western Local Land Services staff are fully trained and equipped to respond to biosecurity incidents, emergencies, and natural disasters.

Local actions

Protect

- Establish, maintain, and review an assets and training register, to record available Western Local Land Services expertise, preparedness, and resources.

Support

- Provide and engage in emergency management training exercises to test and improve emergency management response procedures.

- Ensure personnel receive emergency management training and are available for immediate mobilisation for emergency operations.
- Increase staff capacity in incident management roles.
- Maintain staff capacity to respond to, and support, combat agencies during biosecurity emergencies and natural disasters such as fires, floods, plagues, drought, locusts, stock vehicle roll overs, and livestock incidents.
- Undertake emergency response consent, investigation, and debrief activities, as directed.

4.1.2 Priority program – Partners in emergency management

Participate and collaborate with emergency management committees to provide important, meaningful input into regional emergency management plans.

Local actions

Grow

- Develop partnerships with regional emergency management staff from other regions and organisations, to build capacity and knowledge.

Protect

- Prepare, maintain, and review a regional emergency management plan, with input from emergency management committees and community.

Connect

- Use our networks to disseminate critical messaging from emergency management committees and agencies.

Support

- Attend emergency management committee meetings to support and contribute to inter-agency emergency planning, preparedness, and response.
- Work with community and agencies to support recovery plans, and deliver on-ground recovery projects.



4.2 Natural disasters



The impact of fires, floods, drought, erratic storms, and other natural disasters can affect primary producers and communities beyond their resilience levels, requiring assistance to recover personally and financially.

State service

We are on the ground to help manage animals during times of natural disaster.

State aim

To reduce the impact of natural disasters and biosecurity emergencies on communities, the environment, and the economy.

Local strategy

Assist and support land managers to plan for, prevent, prepare for, respond to and recover from, emergencies and natural disasters, where agricultural biosecurity and animal welfare are impacted.

4.2.1 Priority program – Strong and resilient together

Work alongside NSW DPI, to help land managers plan and prepare for, respond to, and recover from, biosecurity emergencies and natural disasters that impact animals and plants, including animal and plant diseases.

Local actions



- Provide relief assistance to primary producers, to enable recovery including emergency fodder, stock water, humane livestock euthanasia and burial, animal welfare and livestock management advice, and veterinary assistance.



- Work with the community and stakeholders to identify existing risks, minimise future risks, and develop disaster resilience.
- Develop partnerships with regional emergency management staff from other regions and organisations, to build capacity and share knowledge.
- Understand the impacts and risks of climate change predictions for the Western region, and incorporate climate change considerations into emergency management planning.



- Use our networks to disseminate information to the community when there is a known natural disaster or biosecurity event approaching the Western region.
- Establish, maintain, and review a register of local suppliers of fodder, machinery, and other resources, for acquisition during emergency and natural disasters.



- Work with NSW DPI to implement the NSW Recovery Plan.
- Support NSW DPI to implement the NSW State Emergency Management Plan (EMPLAN).
- Prepare, maintain, and review a Regional Emergency Management Plan with input from emergency management committees and community.

Our trained emergency response staff, including biosecurity officers and veterinarians, are the boots on the ground helping land managers manage animals and plants impacted by biosecurity emergencies and natural disasters.





4.3 Biosecurity response

Western Local Land Services will support NSW DPI and communities in protecting primary production and the environment from prohibited matter and notifiable animals, plants, invertebrates, and diseases.

State service

We respond to invasive species incursions and animal and plant diseases/pests, to assist in returning to business as usual.

State aim

To reduce the impact of natural disasters and biosecurity emergencies on communities, environment, and the economy.

Local strategy

Support the community and primary industries, identify, contain and manage pest plant, pest animal and disease risk, to reduce the impacts on landscape and agriculture.

4.3.1 Priority program – Biosecurity risk management

Coordinate planning and direct intervention to identify, contain, and control pest plants and animals, and disease risks, through a robust system of surveillance, identification, investigation, notification and response.

Local actions



- Prioritise investigations of notifiable diseases to minimise impacts and assist in returning to business as usual.



- Undertake regular surveillance and monitoring to identify biosecurity risk to the environment and primary industries.
- Develop partnerships with stakeholders, agents, private consultants, councils, and landholders, to aid rapid reporting and response to biosecurity risks.



- Develop and disseminate information and resources on the shared role in biosecurity management.
- Communicate best practice information, on prohibited matter and notifiable pest and diseases to target audiences.



- In the event of a natural emergency or biosecurity event, enact directions provided by NSW DPI, as per the NSW State Disaster Plan, the Biosecurity (Animal and Plant) Emergency Sub-Plan and the State Agriculture and Animal Service Functional Area Supporting Plan.
- Maintain a high level of biosecurity skills and preparedness, including rapid response procedures, identification, tracing, surveillance, testing and diagnostic practices.
- Plan for, and carry out, direct intervention to control animal diseases, manage animal welfare, and manage residue occurrence in livestock.
- Work with land managers and community to increase awareness of, and adherence to, the rules and regulations governing plant and animal biosecurity, as stipulated in the *Local Land Services Act 2013* (NSW).

There is a shared general biosecurity duty to take reasonably practicable steps to prevent, eliminate or minimise the biosecurity risk posed, or likely to be posed by prohibited matter and notifiable pests and diseases.



5. Primary production

Local vision: Competitive and sustainable primary industries

The Western region is the largest Local Land Services region in NSW, covering 42 per cent of the state. Primary production is a key contributor to our economy and communities, with many of our regional communities relying on primary production for their economic prosperity. We are committed to working with industry, communities, and partners to ensure that the Western region primary production sector is strong, innovative, and sustainable.

The main land uses within the Western region include extensive rangeland grazing on native pastures, dryland agriculture, irrigated pastures and horticultural. The region supports diverse primary production enterprises, with 60 per cent run as family businesses and around 30 per cent corporate owned, operating at various levels and scales. Food and fibre production include wool, cereal grains, oilseeds, cotton, lamb, mutton, beef, citrus, dairy products, rice, grapes, vegetables, almonds, and goat and kangaroo meat.

The Western region's production of livestock increased 36 per cent in value in 2019-20 over the previous year, reflecting strong markets for animal protein. Primary production from the Western region generated an estimated \$673 million in 2019-20 (refer to figure 5). The rangeland goat industry, while not reported in official data, is a major contributor to the region and to the overall goat industry more broadly, with an estimated value of \$68 million in 2018-19²⁴.

The Western region's primary industries operate in an environment of increasing challenges, including:

- natural disasters
- variable rainfall and climate change
- biosecurity threats
- financial and market fluctuations
- communication infrastructure
- technology
- remoteness
- management of soil and water resources
- labour shortages.

Western Local Land Services will support primary producers in building their capacity to prepare, adapt, and respond to regional challenges that impact profitability and sustainability.

²⁴ [Regional Output \(nsw.gov.au\)](https://www.nsw.gov.au/regional-output)

Through our priority programs, we will deliver the best advice, quality services, innovative solutions, and establish positive connections and networks, to enable productive, competitive, and sustainable primary industries in healthy and resilient landscapes.

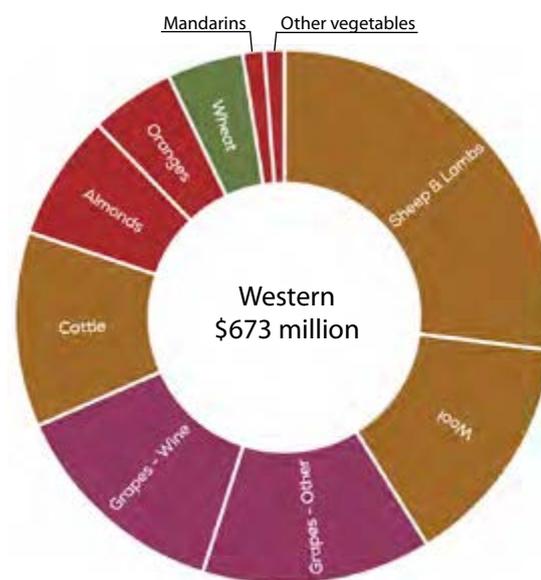


Figure 5: Regional output

Source: ABARES (2021), DPI (2021), DPI (2021), ABS (2021).

We will help people make informed decisions about the land they manage, to assist rural and regional communities to be profitable and sustainable into the future.

The delivery of primary production services in the Western Local Land Services region is guided by:

- National Soil Strategy
- The National Soil Research, Development and Extension Strategy
- NSW Biosecurity Strategy 2013-2021
- Agriculture Industry Action Plan 2014 (NSW)
- Local Land Services Agricultural Services Framework 2020-2026 (NSW).

Local response

Primary production support from Western Local Land Services is characterised by six strategies with corresponding priority programs and actions, that align to Local Land Services core service areas of delivery.

5.1. Productive, profitable, and sustainable agriculture

- 5.1.1. Beyond the fence initiatives.
- 5.1.2. Land services program.

5.2. Healthy growth

- 5.2.1. Growing the Western region.
- 5.2.2. Resilient rangelands.

5.3. Support

- 5.3.1. Growing natural capital (soil carbon).
- 5.3.2. On-farm sustainable water use.



Measuring success

- Area (ha) of land managed for improved agricultural production, groundcover, and soil condition.
- Number of advisory services and one-on-one interactions.
- Number of projects, partnerships and groups supported.
- Regional Adaptive and Sustainable Agriculture Strategy.
- Number of training and awareness raising events and participants.



Key performance indicators

KPI 1 - An improvement in the capacity of land managers to improve land management and agricultural enterprise productivity.

KPI 2 - An increase in the level of innovation demonstrated by land managers to improve land management and agricultural enterprise productivity.

KPI 6 - An improvement in the level of regional collaboration in developing and implementing programs aimed at adapting to climate change.

KPI 7 - An improvement in the capacity of land managers to adapt to climate change.

KPI 9 - An increase in the number of properties being actively managed across the region to achieve a protective groundcover layer of 50 per cent or above.

KPI 10 - An increase in the capacity of land managers to increase enterprise productivity and sustainability.

KPI 11 - An increase in the level of regional collaboration on programs aimed at improving the management of aquatic environment.



5.1 Productive, profitable, and sustainable agriculture

We will support primary producers in the Western region to adapt, prepare for, and respond to existing and emerging challenges. An integrated approach to property planning, strong leadership, and greater adoption of innovation and best practice is the key to driving growth, sustainability, and resilience.

State service

We work with primary producers and industry to ensure landholders have access to innovation and are able to respond to adaptation of climate and markets.

State aim

To grow farm productivity and healthy environments through quality agricultural advisory services.

Local strategy

Build resilient landscapes by increasing capacity and motivation to adopt improved land management practices, prepare for, and adapt to climate variability and challenges.

Support holistic property planning to drive innovation, adaptation and improvement.

Foster and recognise the strengths of present and emerging land managers through knowledge sharing, demonstrations and mentoring programs.

5.1.1 Priority program – Beyond the fence initiatives

Greater productivity and sustainability of primary industries by leading innovation in, and supporting the adoption of, industry best practice, research and development outcomes, enterprise development initiatives, and industry opportunities.

Local actions



- Prepare, maintain and review a regional adaptive and sustainable agriculture strategy for the Western region.
- Integrate evidence-based decision making into planning to ensure, and be confident, that our programs and projects are based on scientific evidence, best available information, or experience.



- Work with stakeholders and industry groups to identify, invest, or collaborate in priority research and development to improve primary industry productivity and sustainability.
- Participate in, and be supportive of, innovative technology development, testing, validation, and delivery.
- Work with landholders and industry to meet shared aspirations for sustainable primary industries.
- Respond to emerging primary industries, and collaborate with partners to identify specific market opportunities and barriers.
- Support primary industries, by developing and promoting our skills as training providers, research partners, and leaders in extension and advisory services.
- Identify staff skill and knowledge gaps, and enable high level training and development opportunities.



- Provide information, workshops, and other capacity building activities to increase adoption of primary production best management practices, to adapt to climate variability and risk.
- Connect our customers with the best services, advice, and networks.
- Communicate new and effective innovative technologies and approaches within primary production systems.
- Connect landholders and industry to emerging government, research, and investment opportunities and information.
- Recognise and celebrate outstanding examples of sustainable agricultural practices, through regional awards and a community of practice.
- Showcase and encourage adoption of innovative best management practices, for healthy landscapes that support both biodiversity and primary production outcomes.



- Support land managers, and collaborate with industry and government, to understand climate change projections for the Western region, and impact to farm productivity and sustainability.
- Promote adaptive land management practices, innovations and technologies to offset climate effects.

5.1.2 Priority program – Land Services Program

Provide an integrated and holistic primary production advisory service that establishes industry networks and connections, improves skill development and knowledge sharing, and supports whole property planning and adoption of best management practice.

The Western Land Services Program offers a unique and customised approach to property planning and rural enterprise mentoring and training in the region, to build farm resilience.



Local actions



- Increase the capacity of individuals to develop skills, and build farm business resilience, to grow their businesses with reduced dependence on external support.
- Develop and deliver training modules to address key industry challenges, priorities and needs, and be adaptive to economic, environmental, and social conditions.
- Support farm succession planning to build capacity and resilience, increase financial viability and be future oriented.



- Seek ongoing funding for the continuation and growth of the Land Services Program.
- Develop a prospectus for the Land Services Program, to increase adoption and investment.
- Provide support to current and emerging industry leaders, to increase capacity and strengthen leadership for improved connections, collaboration, innovation, and adoption of best management practice.



- Grow our partnerships with industry, research, agribusiness, and producers across key primary production systems.
- Collaborate with partners and advisory groups to ensure the Land Services Program is consistent with community expectations, industry best practice, and agricultural innovations.
- Develop a clear communication strategy and products to raise awareness of the opportunities, outcomes, and benefits of the Land Services Program.



- Promote the use of remote monitoring tools and digital agriculture technologies to help build resilience and improve preparedness, planning, and response to emerging conditions and threats.
- Promote management planning and recovery strategies for rangeland systems.

5.2 Healthy growth

Western Local Land Services connect landholders and the community with advice, information, training, and networking opportunities, to grow capacity to make informed decisions for balanced production, profit, and sustainability.

State service

We connect primary producers with incentive programs to help grow their business whilst contributing to healthy environments.

State aim

To grow farm productivity and healthy environments through quality agricultural advisory services.

Local strategy

Grow farm productivity by providing quality, adaptive, advisory services and programs to drive sustainable and profitable industries.

5.2.1 Priority program – Growing the Western region

Deliver programs to help primary producers grow their business, improve productivity, and drive sustainable economic growth and enterprise diversity in healthy landscapes.

Local actions



- Deliver regionally appropriate on-ground programs and services to support land managers to implement practices and systems that increase productivity and sustainability.
- Deliver the National Landcare Program and other funding programs for resilient regional primary production.
- Provide information and programs to land managers for implementation of grazing, cropping, and horticultural best management practices.
- Assist land managers identify new economic opportunities, to increase enterprise diversification and viability.
- Attract and implement funding programs from established and new funding streams, to facilitate new investment for greater opportunities, products, and services, delivering primary production outcomes in healthy landscapes.
- Work closely with partner agencies and local reference groups to develop agreed priorities for the Western region.
- Develop project briefs and 'shovel ready' strategic proposals, ready to target funding.
- Work with government and industry to identify opportunities for enterprise diversification to ensure long term sustainability of primary industries, natural resources, and communities.
- Integrate evidence-based decision making into planning to ensure, and be confident, that our programs and projects are based on scientific evidence, best available information or experience.



- Seek and secure funding under national and state programs for primary production outcomes in a healthy landscape.
- Prepare a prospectus of priority sustainable agriculture management projects, for targeted investment and community participation.
- Prepare, maintain, and review a sustainable agriculture strategy for the Western region.



- Invest in community and industry stakeholder groups and networks, to build social capital.
- Work with land managers and Aboriginal people to incorporate Aboriginal cultural heritage and knowledge into the care and management of land and water assets.
- Provide information, workshops, and other capacity building activities to increase adoption of industry best management practices, to promote sustainable growth.



- Support primary producers build farm productivity and resilience, by understanding the risks, potential and opportunities in the Western region.



5.2.2 Priority program – Resilient rangelands

Deliver regionally appropriate on-ground programs to support land managers implement practices and systems that increase resilience, for landscape rehabilitation and rehydration with improved ecosystem functions and services, and the prevention of further resource degradation.

Local actions



Grow

- Deliver the National Landcare Program and other projects for resilient regional primary production.
- Deliver programs to enable effective management of total grazing pressure for improved groundcover and persistence of native perennial grasses.
- Deliver programs that focus on re-establishing surface hydrology, using best practice rangeland rehabilitation techniques.
- Evaluate past rangeland rehabilitation projects, to improve program design and delivery, and inform future approaches to management and investment.



Protect

- Support the development of viable performance-based enterprise models for delivery of ecosystem services, such as carbon sequestration, active conservation management, and groundcover maintenance.
- Monitor rangeland condition using predictive tools and remote sensing technology, to improve grazing and groundcover management.
- Support land managers in managing the impact of non-domestic grazing animals.
- Work with land managers and Aboriginal people to incorporate Aboriginal cultural heritage and knowledge into the care and management of land and water assets.



Connect

- Seek funding and investment in rangeland rehabilitation projects that restore landscape scale surface hydrology and improve groundcover.
- Provide information, workshops and other capacity building activities, to increase adoption of industry best management practices to promote sustainable growth and resilience.
- Demonstrate and advocate the benefits and efficacy of innovative practices in a rangeland environment.



Support

- Utilise remote monitoring of rangeland landscapes to help build adaptive response to emerging conditions and threats.



Western Local Land Services is focused on building rangeland resilience, by increasing landholder capacity to better understand landscape processes, with a collaborative approach to rangeland rehabilitation.

5.3 Support



Western Local Land Services is committed to providing support, advisory services, and information on sustainable and efficient land management initiatives, including farm water use and soil carbon management.

State service

We support primary producers to thrive by accessing best practice information and technology.

State aim

To grow farm productivity and healthy environments through quality agricultural advisory services.

Local strategy

Support land managers and collaborate with industry to understand soil carbon initiatives applicable to the rangelands.

Support the efficient use of water resources, consistent with current best practices, technology, and innovation.

5.3.1 Priority program – Growing natural capital (soil carbon)

Inform and support land managers to actively manage and build soil carbon, to improve economic and natural resource management outcomes.

Local actions



- Review and update the Western Local Land Services Climate Change Addendum.



- Assist landholders to make informed decisions and navigate the opportunities and risks involved with carbon initiatives, through coordinated events, products, and services.
- Ensure that general biosecurity duty is upheld by landholders undertaking land use change, or management practices, to store carbon.
- Increase awareness and knowledge of soil carbon opportunities and benefits, to increase adoption of farming methods that enhance soil health.
- Provide support and participate in developing new carbon farming methodologies suitable for the rangelands.
- Engage with the carbon industry to develop a service delivery model for increased regional capacity and collaboration.



- Improve transparency and access to information on soil carbon research activities and outcomes.
- Connect landholders, and facilitate the exchange of knowledge, outcomes, and benefits of soil carbon initiatives.
- Provide information to landholders to enable adoption of best practices that increase soil carbon, productivity, and resilience.
- Support landholders participate in, and benefit from, their involvement in initiatives that increase landscape scale storage of carbon.

5.3.1 Priority program – On-farm sustainable water use

Support and collaborate with industry, government, and land managers in wise water management, to make efficient and sustainable on-farm water use decisions.

Local actions



- Invest in water efficiency programs, in partnership with irrigators.
- Support the rangeland grazing industry to employ efficient stock watering strategies, to minimise damage to localised areas, and to increase groundcover.
- Support the irrigated horticultural industry to adopt advances in technology and practices that facilitate efficient and sustainable water use.



- Facilitate information exchange between and across regions, commodity groups, researchers, and end-users.
- Understand land manager and community motivations to identify opportunities and barriers in water use efficiencies.



- Provide advice to land managers on modern and innovative irrigation systems and sustainable water management practices.

Measuring success, reporting and continuous improvement

Local Land Services has a responsibility to demonstrate to its customers, investors, and stakeholders that its strategies are sound and effective. Performance of all strategies, programs and systems will be monitored, evaluated, and reported.

Measuring and reporting on progress, against our measures of success and key performance indicators, is particularly important to inform decision-making, as are practices that promote reflection and learning. This section covers how we intend to address and document the extent of strategic goal achievement, as well as evaluating performance and reviewing our activity and focus.

Monitoring, evaluation, reporting and improvement framework

Local Land Services uses the Monitoring, Evaluation, Reporting, and Improvement (MERI) framework for assessing the state and trend of asset condition, which allows a comparison of results against planned immediate, intermediate, and long-term outcomes. This enables a systematic and objective assessment of the appropriateness, effectiveness and efficiency of policies, projects, and programs.

Specifically, Local Land Services collect data on:

- service delivery customers priorities
- actions implemented and services delivered
- outcomes achieved as a result of and performance feedback from participants in, events and advisory/extension services
- customer satisfaction.

This data allows for consistent organisational reporting using standard metrics (measures of success), to assist in the demonstration of the effect of Local Land Services' programs. These metrics were established as part of Local Land Services' Service Delivery Strategy 2018-21 and delivery framework development. A list of standard metrics is provided in Table 1.



Table 1.

Standard metrics

Number and area (ha) of notifications, certifications and set asides.

Area (ha) enhanced, rehabilitated, revegetated or protected.

Stream length (km) enhanced, rehabilitated, protected.

Area (ha) of land managed/under agreement.

Number of agreements/ projects.

Number of permits, and SWP lease agreements issued for TSR.

Number of projects, partnerships and groups supported.

Regional Natural Resource Management Strategy.

Area (ha) of TSR activity managed.

Area (ha) of pest plant, pest animal or disease managed.

Number of animal disease surveillance and animal welfare investigations.

Number of training and awareness raising events.

Number of participants at training and awareness raising events.

Number of emergency management preparatory exercises.

Number of staff trained in emergency management.

Number of regional collaborations on emergency management.

Number of emergency management responses attended.

Regional Emergency Management Plan.

Area (ha) of land managed for improved agricultural production, groundcover, and soil condition.

Number of advisory services and one-on-one interactions.

Regional Adaptive and Sustainable Agriculture Strategy.

Level of staff, customer and stakeholder satisfaction and engagement.

Number of programs involving Aboriginal people.

Number of Aboriginal people involved in programs and decision-making.

Number of projects undertaken to protect Aboriginal cultural heritage or traditional knowledge sharing.

Integrated Service Delivery model.

Number of stakeholder partnerships and opportunities for decision-making.

Key performance indicators

The success of the implementation of the Western Local Strategic Plan 2021-26, and the Strategic Action Plan 2021-26, will be measured using key performance indicators (KPI). For each KPI identified within this Plan, there is an existing or planned benchmark (starting point), from which a comparison can be made, to determine change, progress and ultimately, success towards strategic objectives.

Benchmarks were derived from regional social benchmarking studies, undertaken in 2014, 2017 and 2020, and from other sources, such as statewide customer satisfaction surveys, quantifiable output data, and surveys used to evaluate performance and progress.

We will evaluate our progress towards our KPIs in 2023 and 2026, using the established benchmarks for comparison. A list of KPIs are provided in Table 2.

Table 2.

Key performance indicator

KPI 1 - An improvement in the capacity of land managers to improve land management and agricultural enterprise productivity.

KPI 2 - An increase in the level of innovation demonstrated by land managers to improve land management and agricultural enterprise productivity.

KPI 3 - An increase in the number of Aboriginal people involved in programs which encourage connection to Country.

KPI 4 - An increase in the number of Aboriginal people involved in programs which facilitate the sharing of traditional land management techniques.

KPI 5 - An improvement in the regional capacity to prevent, prepare for and respond to biosecurity and natural disaster risk.

KPI 6 - An improvement in the level of regional collaboration in developing and implementing programs aimed at adapting to climate change.

KPI 7 - An improvement in the capacity of land managers to adapt to climate change.

KPI 8 - An increase in the area of land being managed to maintain or improve native vegetation composition and structure for improving biodiversity.

KPI 9 - An increase in the number of properties being actively managed across the region to achieve a protective groundcover layer of 50 per cent or above.

KPI 10 - An increase in the capacity of land managers to increase enterprise productivity and sustainability.

KPI 11 - Increase in the level of regional collaboration on programs aimed at improving the management of aquatic environment.

KPI 12 - New and emerging pests, weeds, plant pests and diseases and animal diseases detected and contained.

KPI 13 - An increase in the capacity of land managers to contain invasive species, plant pests and disease and animal pests and diseases to reduce their impact on landscapes and agriculture.

KPI 14 - An increase in the level of awareness by land managers of existing and new and emerging biosecurity risk.

KPI 15 - An improvement in the level of regional capacity to ensure the traceability of horticultural produce and animal products.

KPI 16 - An improvement in the administration of Crown land assets.

KPI 17 - An improvement in the level of customer satisfaction with Western Local Land Services' service delivery.

KPI 18 - An improvement in the level of customer and investor satisfaction with the level of integration of Western Local Land Services' services.

KPI 19 - An increase in the number of front-line staff trained in the delivery of customer service.

KPI 20 - An improvement in the level of community participation and engagement in decision-making.

KPI 21 - An improvement in the level of regional collaboration with customers, stakeholders and industry with respect to delivery of Western Local Land Services' services.

Annual reporting

Local Land Services annual performance reporting to the Minister (for each state strategic plan) is a requirement of the *Local Land Services Act 2013* (NSW).

Metrics reporting is also being used to fulfill NSW Treasury's outcome budgeting requirements, and the NSW DRNSW Outcome and Business Plan 2020-21 reporting requirements. These reports are publicly [available](#)²⁵.

Adaptive management and continuous improvement

Western Local Land Services fosters adaptive management, and continual improvement across the organisation. In its simplest form, adaptive management is a three-step continuous improvement cycle: 'plan-do-learn'. This is achieved through strategic planning, implementation, and knowledge management, then adapting plans based on key learnings.

Western Local Land Services applies key learnings at the following scales to drive continuous improvement:

- project (where learning focuses on improving project design and practices)
- program (where learning focuses on improving strategies, targets, and assumptions)
- organisational (where learning focuses on improving governance and systems).

This approach is embedded into the Western Local Land Services MERI framework, internal project management, and business systems. It is a critical component of our enabling framework. See Section 1.

Plan review

While we continue to monitor and report on our progress towards our strategic priorities, we will also review and update this Plan to ensure its ongoing relevance to our customers and community, and will incorporate any changes and feedback into regional priorities, initiatives, new technologies, systems, and processes.

A mid-term review of this Plan will be undertaken at year three (2023) with a full review will be undertaken at the end of the five-year term (2026), in conjunction with a review and evaluation of the Western Local Strategic Plan 2021-26.

The outcomes of independent evaluation, together with any new data and information, will support the review and update of this Plan, and the delivery of more targeted investment for Western Local Land Services.

Natural Resource Commission

The performance of Western Local Land Services is independently audited by the Natural Resources Commission (NRC), through the Performance Standard for Local Land Services. Reports from this process are made publicly available, in line with legislative requirements under the *Local Land Services Act 2013* (NSW).

It is anticipated that the NRC will undertake an independent evaluation of the Western Local Strategic Plan 2021-26, and this Plan within three years of Ministerial approval, to assess implementation and effect. Findings from this evaluation will inform future program design and delivery.

²⁵ [Annual reports - Website - Local Land Services \(nsw.gov.au\)](#)

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Appendix A

Local Land Services State Strategic Plan 2020-2030

Vision - Vibrant communities in productive healthy landscapes

State Outcome Indicator - Enhanced management and productivity of NSW land



Grow

Our programs and partnerships **grow** primary industries productivity and healthy environments



Protect

Our services and partnerships play a vital role in helping to **protect** against pests, diseases and environmental threats



Connect

We **connect** with our community and **connect** our customers with the best services, advice and networks



Support

We play a vital role in helping primary industries prepare for natural disasters and are on the ground to respond and **support** when they occur.

OUR STRATEGIES

Our strategies are developed to provide the detailed actions and measures required to achieve our strategic goals

SERVICES

Service Delivery Strategy

1. We deliver services to achieve customer outcomes and deliver a healthy landscape and sustainable primary industries

Innovation, Improvement and Business Sustainability Strategy

2. We deliver our services with a focus on innovation and recognition of the need for change and adaptation

Local Strategic Plans

3. We engage with our communities to identify the local priorities and goals for Local Land Services

- ✓ Increase in number of landholders engaged
- ✓ Area of improved practices
- ✓ State reforms delivered

ENGAGEMENT

Customer Service Strategy

1. We are a customer focused business that achieves customer outcomes

Aboriginal Engagement Strategy

2. We develop relationships of engagement and inclusivity with the Aboriginal people in our regions

Stakeholder Engagement Strategy

3. We engage with our stakeholders so that they are confident in us and together we achieve healthy landscapes and sustainable primary industries

- ✓ Net Promoter Score
- ✓ Customer satisfaction
- ✓ Stakeholder satisfaction

ORGANISATION

Business Improvement Strategy

1. We constantly review our performance and methods so that our business services support the delivery of customer priorities and outcomes

✓ Net Cost of Service met

People and Culture Strategy

2. We are local and we make sure our people are safe, capable, engaged and accountable so that we achieve customer outcomes

✓ Staff engagement is maintained

We provide services and products to achieve integrated outcomes across landscapes

LANDSCAPE MANAGEMENT

- **Travelling stock reserves**
We manage and provide access approvals to travelling stock reserves for productive, environmental and cultural outcomes.
- **Native vegetation and private native forestry**
We provide advice and approvals for native vegetation and private native forestry management.
- **Soils and water**
We support the management of the natural resources of soils and water for healthy landscapes and sustainable productivity.
- **Partnerships and incentives**
We work with the community to deliver projects and advice for conservation and restoration of our natural resources.

BIOSECURITY

- **Plant and animal biosecurity**
We work to prevent the spread of plant and animal pests and diseases.
- **Maintain market access**
We strive to enhance the health of animals, plants and their products.
- **Animal welfare**
We provide advice and information to enhance animal welfare.
- **Plant and animal pest incursions**
We work to undertake surveillance and control pests.

EMERGENCY MANAGEMENT

- **Emergencies**
We help land managers in preventing, preparing for, responding to and recovering from emergencies.
- **Natural disasters**
We are on the ground to help manage animals during times of natural disaster.
- **Biosecurity responses**
We respond to invasive species incursions and animal and plant diseases/pests to assist in returning to business as usual.

PRIMARY PRODUCTION

- **Productive, profitable and sustainable agriculture**
We work with primary producers and industry to ensure landholders have access to innovation and are able to respond to adaptation of climate and markets.
- **Healthy growth**
We connect primary producers with incentive programs to help grow their business whilst contributing to healthy environments.
- **Support**
We support primary producers to thrive by accessing best practice information and technology.

LOCAL STRATEGIC PLANS

Western Local Strategic Plan 2021-2026

Vision: Resilient communities and productive, healthy and biosecure landscapes within a unique region.

Purpose: Engage and work together with primary producers, Aboriginal people, local communities, stakeholders and industry in Western region for improved land management outcomes and productivity. Support healthy and diverse ecosystems, rich cultural heritage, biosecure, safe and resilient communities and productive and sustainable primary industries. We will achieve our vision with effective, integrated and valued services, delivered by an adaptable and skilled workforce who are efficient, customer-focused, and innovative.

Grow	Protect	Connect	Support		
<p>Our programs and partnerships grow primary industries productivity and healthy environments</p>	<p>Our services and partnerships play a vital role in helping to protect against pests, diseases and environmental threats</p>	<p>We connect with our community and connect our customers with the best services, advice and networks</p>	<p>We play a vital role in helping primary industries prepare for natural disasters and are on the ground to respond and support when they occur</p>		
<p>LANDSCAPE MANAGEMENT</p> <p>Connected, healthy and resilient landscapes, delivering production, environmental, and cultural outcomes.</p> <p>STRATEGIES</p> <p>Provide accurate, timely advice and services on native vegetation management for balanced production and biodiversity outcomes.</p> <p>Support land managers and community to improve and protect soil, water, and biodiversity through education, advice, programs and partnerships.</p> <p>Lead and deliver strategic natural resource management (NRM) and Aboriginal cultural heritage management programs in collaboration with stakeholders and partners to create joint value and achieve shared outcomes.</p> <p>Manage travelling stock reserves (TSRs) and other Crown lands for economic, environmental, and cultural outcomes, balanced with community needs and strategic priorities.</p> <p>PRIORITY PROGRAMS</p> <ul style="list-style-type: none"> Native Vegetation and Land Management Priority Landscapes, Habitats and Species Biodiversity Matters Connected and Healthy Water Ways TSR and Crown land administration <p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ No. and area (ha) of notifications, certifications and set asides ✓ Area (ha) or km of land and water environments enhanced, rehabilitated, or protected ✓ No. of projects, partnerships and groups supported for improved NRM practices. ✓ Regional Natural Resource Management Strategy ✓ TSR and Crown land administration ✓ No. of training and awareness raising events and participants 	<p>BIOSECURITY</p> <p>Productive and biosecure primary industries.</p> <p>STRATEGIES</p> <p>Support land managers and the community to identify, contain, and manage risks posed by pest plants, pest animals, and disease to the natural environment and primary industries.</p> <p>Support primary industries to maintain integrity and traceability of plant and animal products, to ensure risk containment to maintain market security and access for the Western region.</p> <p>Provide advice and information to enhance animal welfare standards, by educating and enabling primary producers to take the right action at the right time.</p> <p>Raise awareness, and adoption of, shared biosecurity responsibility, innovation and best management practices against pest plants, pest animals and disease.</p> <p>Build capacity, at group, community and individual level in pest plant, pest animal and disease management.</p> <p>PRIORITY PROGRAMS</p> <ul style="list-style-type: none"> Boosting Biosecurity Defences Strengthening Western NSW Products and Marketability Position Healthy Animals, Healthy Industry Western's Least Wanted - Pest Plants and Animals The Pest Group Model <p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ Area (ha) of pest plant, pest animal or disease managed ✓ No. of plant and animal disease surveillance and animal welfare investigations ✓ No. of projects, partnerships and groups supported ✓ No. of training and awareness raising events and participants ✓ No. of advisory services and interactions 	<p>EMERGENCY MANAGEMENT</p> <p>Self-reliant and adaptive communities prepared for emergencies.</p> <p>STRATEGIES</p> <p>Maintain a high level of staff preparedness and capacity to respond to biosecurity incidents and emergencies across the state.</p> <p>Support regional and local emergency management (EM) planning committees in emergency planning, coordination, and response and recovery arrangements.</p> <p>Assist and support land managers to plan for, prevent, prepare for, respond to, and recover from emergencies and natural disasters, where agricultural biosecurity and animal welfare are impacted.</p> <p>Support the community and primary industries, identify, contain, and manage pest plant, pest animal and disease risk, to reduce the impacts on landscape and agriculture.</p> <p>PRIORITY PROGRAMS</p> <ul style="list-style-type: none"> Ready When it Matters Partners in Emergency Management Strong and Resilient Together Biosecurity Risk Management <p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ No. of EM preparatory exercises ✓ Twenty five percent of staff trained in EM ✓ No. of regional collaborations on EM ✓ No. of EM responses attended. ✓ Regional EM plan 	<p>PRIMARY PRODUCTION</p> <p>Competitive and sustainable primary industries.</p> <p>STRATEGIES</p> <p>Build resilient landscapes by increasing capacity and motivation to adopt improved land management practices, prepare for, and adapt to climate variability and challenges.</p> <p>Grow farm productivity by providing quality, adaptive advisory services and programs to drive sustainable, profitable industries.</p> <p>Support holistic property planning to drive innovation and improvement.</p> <p>Foster leadership, and recognise the strengths of present and emerging land managers.</p> <p>Support land managers and collaborate with industry to understand soil carbon initiatives applicable to the rangelands.</p> <p>Support the efficient use of water resources, consistent with current best practices, technology and innovation.</p> <p>PRIORITY PROGRAMS</p> <ul style="list-style-type: none"> Beyond the Fence Initiatives Growing the Western region Land Services Program Resilient Rangelands Growing Natural Capital (Soil Carbon) On Farm Sustainable Water Use <p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ Area (ha) of land managed for improved agricultural production, groundcover and soil condition. ✓ No. of advisory services and interactions. ✓ No. of projects, partnerships and groups supported. ✓ Regional Adaptive and Sustainable Agriculture Strategy. 		
<p>ENABLING</p>					
<p>Enabled by state and regional strategies and plans, and business services, the Western Local Land Services team of skilled staff will support, engage and work with the people in the region for improved shared outcomes in landscape management, biosecurity, emergency management and primary production.</p>					
<table border="0"> <tr> <td data-bbox="151 1803 901 2116"> <p>STRATEGIES</p> <ul style="list-style-type: none"> Deliver a great customer experience by connecting customers with the best services, advice and networks and resolving matters efficiently and consistently Deliver services through an integrated, strategic, and innovative business framework that considers the impact and influence of climate variability, socioeconomic, environmental and cultural matters Involve and engage with Aboriginal people in meaningful relationships that, acknowledge, value and embed Aboriginal cultural knowledge, practices, responsibilities, and opportunities in program design and delivery, to provide greater involvement and access to Country Be the primary business partner in the delivery of sustainable agriculture, biosecurity, natural, and cultural resource management initiatives and programs Develop and retain a resilient, adaptable, outcomes focused and safe workforce, within a culture of excellence, inclusivity, integrity and opportunity </td> <td data-bbox="917 1803 1508 2116"> <p>PRIORITY PROGRAMS</p> <ul style="list-style-type: none"> Western LLS - At your Service Business Adaptation, Integration and Improvement Pathways to Country Primary Partners Working Together Positive People, Positive Culture <p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ No. of advisory services and interactions ✓ Level of investor, partner, and staff satisfaction, engagement and promotion ✓ No. of programs involving Aboriginal people and communities. ✓ No. of projects, partnerships and groups supported and engaged ✓ Integrated service delivery model </td> </tr> </table>				<p>STRATEGIES</p> <ul style="list-style-type: none"> Deliver a great customer experience by connecting customers with the best services, advice and networks and resolving matters efficiently and consistently Deliver services through an integrated, strategic, and innovative business framework that considers the impact and influence of climate variability, socioeconomic, environmental and cultural matters Involve and engage with Aboriginal people in meaningful relationships that, acknowledge, value and embed Aboriginal cultural knowledge, practices, responsibilities, and opportunities in program design and delivery, to provide greater involvement and access to Country Be the primary business partner in the delivery of sustainable agriculture, biosecurity, natural, and cultural resource management initiatives and programs Develop and retain a resilient, adaptable, outcomes focused and safe workforce, within a culture of excellence, inclusivity, integrity and opportunity 	<p>PRIORITY PROGRAMS</p> <ul style="list-style-type: none"> Western LLS - At your Service Business Adaptation, Integration and Improvement Pathways to Country Primary Partners Working Together Positive People, Positive Culture <p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ No. of advisory services and interactions ✓ Level of investor, partner, and staff satisfaction, engagement and promotion ✓ No. of programs involving Aboriginal people and communities. ✓ No. of projects, partnerships and groups supported and engaged ✓ Integrated service delivery model
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Local Land
Services
