

SERVICE DELIVERY

Summary

2020 - 2021



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 June 2020. 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.



LAND MANAGEMENT

The Land Management unit provides notification and certification pathways for native vegetation management on rural land. This includes taking initial enquiries from a range of stakeholders including landholders, other government agencies and other parts of the Local Land Services (LLS) business. Other activities include site assessments for threatened species impacts, identification of potential Aboriginal cultural heritage sites / artefacts and identification of potential Threatened Ecological Communities (TECs). All notifications and certificates are issued using a risk-based approach that reduces the impact to the environment or other sensitive areas, whilst maximising agricultural productivity.

Stakeholders engaged in delivery

Producers, Aboriginal communities, small landholdings, absentee landholders, public land managers, other LLS regions, other Central West LLS business units, EES Compliance, Local Government areas of the Central West and Central Tablelands regions, Crown Lands, Biodiversity Conservation Trust, Department of Environment and Energy

Regional priorities addressed

Groundcover decline
Biodiversity decline
Economics: capacity to recover and/or manage change

Funding source

NSW Treasury

The Land Management unit also aims to provide general advice, support, referral, engagement, collaboration and capacity building activities that lead to best practice land management and increased regulatory adherence. This may be undertaken in many ways and may involve a variety of customers. The following activities will be undertaken in the upcoming 12 months:

- Assist NSW Department of Environment, Energy, Science (EES) Compliance unit with matters of unexplained land clearing.
- General advice and referrals of customers to Local Government for enquiries on land excluded from the Local Land Services Act (2014).
- Work closely with Private Native Forestry (PNF) section of LLS to allow for flexible options for customers in managing native vegetation on private land.
- Liaise with staff from EES to ensure any enquiries do not impact Matters of National Environmental Significance (MNES) or contravene the EPBC Act (1999).
- Deliver general community awareness or information sessions regarding the Land Management Framework, through either face to face or on-line delivery.
- Landholder referrals to the Biodiversity Conservation Trust (BCT) for potential conservation related activities.
- Provide ongoing monitoring and landholder assistance with adaptive management of existing set aside areas for biodiversity outcomes.
- Contribution to state wide policy decisions and procedures via the Land Management SWAG and Land Management Professional Network. This ensures consistency is achieved throughout all LLS regions and allows for greater collaboration of ideas and improved knowledge sharing.





TRAVELLING STOCK RESERVES

There are over 105,000ha of travelling stock reserves (TSRs) in the Central West region. These TSRs are significant for their multiple values including production, biodiversity, cultural heritage and recreation and it is our objective to manage them for all of these values.



Stakeholders engaged in delivery

Crown Lands, Local Aboriginal Lands Council, Department of Primary Industries, apiarists, stock owners, Biodiversity Conservation Trust, Local Government, recreational users, Aboriginal community, neighbouring landholders, Local Control Authorities



Regional priorities addressed

Water (Availability & Access)

Groundcover decline

Biodiversity decline

Economics: capacity to recover and/or manage change

Disasters



Funding source

Permits, rates and recurrent funding

The TSR planning priorities for 2020-2021 reflect the current climatic conditions and our goals to improve our systems to monitor and record TSR assets and manage TSRs for their multiple values. Key priorities for 2020-2021 are:

- Build on diversity and biomass of native vegetation through grazing management, weed control, invasive native species control and planting native grasses and forbs.
- Improve our ability to capture and record information relating to infrastructure on TSRs and their condition with the aim of developing an infrastructure improvement plan.
- Undertaking compliance on illegal activities with a closer focus on illegal land use on TSRs where adjoining landholders have expanded their operations into the TSR.
- Nominate TSRs that are best managed by other organisations and work with Crown Lands to devolve these TSRs or look at long term leasing options.
- Continue to maintain and improve fencing and water infrastructure to enable improved grazing management and productivity.
- Build on relationships with stakeholders especially the Aboriginal community and Biodiversity Conservation Trust to gain insight and input into the management of TSRs for their multiple values.





Funding source

National Landcare Program - Regional Land Partnerships (NLP2)

MALLEEFOWL MATTER

This project will implement recovery actions for the National Recovery Plan for Malleefowl. Baseline data of populations in the Mount Nobby State Forest, Tollingo and Woggoon Nature Reserves and surrounding private land will be established through Light Detection and Ranging (LiDAR) to determine distribution and abundance, and community knowledge surveys.

Surveys will collect data to monitor activity on mounds, pest activity and collection of genetic material.

Habitat management advice and incentive grants to address key threats will be provided to the community to protect and enhance the existing Malleefowl population.

Data collected will contribute to the Adaptive Management Project being coordinated by the National Malleefowl Recovery Team which aims to gain a better understanding of the relationship between threats Australia wide and the national decline of Malleefowl numbers.



REACHING OUT TO THE REGENT HONEYEATER

This project will implement recovery actions for the Regent Honeyeater in priority breeding and foraging habitats in the Central West region.

National Recovery Plan actions will be implemented to improve the extent and quality of habitat, increase knowledge of abundance and distribution of populations and increase community awareness and involvement in recovery activities.

The project will enhance and restore targeted Regent Honeyeater foraging habitat through activities such as sustainable grazing management, pest animal control (primarily targeting total grazing pressure) and weed control to allow natural regeneration and supplementary plantings to alter the vegetation structure to encourage flower production on private and public land.

While continuing to raise awareness of Regent Honeyeaters, and the threats to their habitat, and engage landowners to actively manage and monitor the Regent Honeyeater habitat on their land.





Funding source

National Landcare Program - Regional Land Partnerships (NLP2)



SECURING THE SWIFT PARROT

This project will implement recovery actions for the Swift Parrot in priority foraging habitats in the Central West region.

The National Recovery Plan for Swift Parrot actions will be implemented to improve the extent and quality of habitat, increase knowledge of abundance and distribution of populations and maintain and increase community awareness and involvement in recovery activities.

The project will enhance and restore targeted Swift Parrot foraging habitat through activities such as sustainable grazing management, pest animal control (primarily targeting total grazing pressure) and weed control to allow natural regeneration and supplementary plantings to alter the vegetation structure to encourage flower production on private and public land.

While continuing to raise awareness of Swift Parrots, and the threats to their habitat, and engage landowners to actively manage and monitor the Swift Parrots habitat on their land.



PROGRESSING THE SMALL PURPLE-PEA

The focus of this project is on assisting the recovery of the Small Purple-pea (*Swainsona recta*).

Works associated with the project include surveys and habitat modelling, community engagement and training, and on-ground works including strategic grazing management, and managing the impacts from weeds and vertebrate pests.

Works will be undertaken on public and private land, including populations at Mount Arthur Reserve, Stuart Town Common, Burrendong Arboretum and the Burrendong State Recreation Area. *Swainsona recta* is listed as endangered under State and Federal legislation.



NATURAL RESOURCE MANAGEMENT



Funding source

National Landcare Program Phase Two - Regional Land Partnerships (NLP2)

PRESERVING GREY BOX GRASSY WOODLANDS IN CENTRAL WEST NSW

This project will support public and private land managers to protect and restore four sites containing Grey Box Grassy Woodland over 250 Hectares.

Community engagement workshops will be undertaken in partnership with local landcare groups to raise awareness of Threatened Ecological Communities (TECs), identifying and managing high conservation value sites.

The project will develop and deliver incentive grant packages to implement on-ground threat abatement works. These incentive packages will be secured through 10 year management agreements. Works may include fencing for domestic stock management, invasive species control (flora and fauna), reinstatement of hollow logs and dead timber, habitat augmentation, reintroduction of mistletoe or ecological burning activities.

Sites located on public and private will be identified, a threat analysis undertaken and a management plan will be developed and implemented.



CORE SERVICES

NLP2 core services, delivered by the Planning & Engagement Core Services team, provides administration and project management support to the above NLP2 project services, including:

- Maintaining currency of NRM planning and prioritisation of management activities.
- Supporting the community including Landcare, Indigenous communities, industry and farmer/grower groups to participate in the delivery of projects.
- Undertaking communications of NLP2 projects.
- Project coordination and Monitoring, Evaluation, Reporting & Improvement.
- Maintaining a productive, cooperative and ongoing relationship with the Department of Agriculture, Water and Environment.





NATURAL RESOURCE MANAGEMENT



Funding source

Catchment Action NSW

SOIL AND LAND REHABILITATION

This project will protect and rehabilitate soils to support ecosystem services in the Central West LLS region by supporting landholders to protect, enhance and restore soils on prioritised soil-landscapes.

This will be achieved through financial and technical support to community groups and landholders to improve groundcover, stock management (through installation of fencing and alternative watering points), soil health testing and monitoring, conducting soil conservation works and managing total grazing pressure and invasive species.

Cultural heritage site assessments will be undertaken in prioritised project sites.

Project outcomes will include:

- Improvement in groundcover condition
- Increased knowledge and adoption of management options to alleviate and/or reduce soil degradation and nutrient exportation
- Increased knowledge and awareness of options available to manage on farm soil and water resources
- Increases use and sharing of traditional ecological knowledge





Funding source

Catchment Action NSW

RIPARIAN RESTORATION

This project will improve ecological function and resilience of priority reaches within the Lachlan River and Macquarie River catchments and provide financial and technical information to community and landholders within the region.

Key management actions will be implemented to address threatening processes and restore riparian habitat features. Priority reaches have been identified through habitat mapping conducted by the DPI - Fisheries NSW and Industry and Investment NSW.

Management actions may include: stock management through protective fencing and alternative watering points, weed control of pest plant species (such as blackberry, african boxthorn, sweet briar, willows and osage orange), restoration of native vegetation through direct seeding of native plant species, and the installation of screens on irrigation pumps.

These works will improve the condition of aquatic ecosystems, including reducing the mortality of native fish. Cultural heritage site assessments will be undertaken in prioritised riparian reaches.

Project outcomes will include:

- Rehabilitated and enhanced riparian habitat
- Threats reduced on priority sites
- Increase use and sharing of traditional ecological knowledge
- Increased awareness and management of culturally significant sites
- Improved condition of native vegetation
- Increased capacity of land managers to manage landscapes





Funding source

Catchment Action NSW

BIODIVERSITY ON FARM

This project will support and undertake actions to actively manage and enhance priority terrestrial vegetation and Threatened Ecological Communities (TECs) and reduce threats to significant species.

The activities will provide financial and technical information to community groups and landholders to increase connectivity and condition of native vegetation within priority areas. Activities will be undertaken on private land through the implementation of an integrated management package which will provide financial and technical support to landholders to change their management.

On-ground works may include strategic grazing (either through fencing and/or changed land management practices); direct seeding or planting of native canopy, midstory and understorey species in corridors; invasive plant and animal control; habitat augmentation; water infrastructure maintenance for grazing management and cultural heritage site management.

Project outcomes will include:

- Improvements in the habitat condition and/or extent of threatened species
- Reduction in the number and impact of threatening processes on threatened species populations and habitats
- Improvement in the extent and condition of vegetation to enhance biodiversity and threatened species habitat through revegetation and natural regeneration
- Delivery of on-ground investment and capacity building programs designed to establish and/or enhance regionally significant vegetation corridors
- Improvements in the awareness, capacity and skills of empowered land managers and community groups to undertake NRM activities
- Increased use and sharing of traditional ecological knowledge
- Increased awareness and management of culturally significant sites





NATURAL RESOURCE MANAGEMENT



Funding source

Environmental Trust

MAKING CENTRAL INLAND GLOSSIES GREAT AGAIN

Glossy Black-Cockatoos are a favourite amongst conservationists and the broader community, being well-known for their gentle nature, quirky behaviour and distinct colouration. Central Inland NSW is home to a significant, distinctive but declining Glossy Black-Cockatoo (GBC) population concentrated in forest and woodland areas stretching from Parkes to Narrabri.

A collaborative partnership between Local Land Services, NSW Environment, Energy and Science, NSW National Parks & Wildlife Service, Australian Wildlife Conservancy, Central West Landcare groups, Forestry Corporation of NSW, Dubbo Field Naturalists & Conservation Society and the Central Inland Glossy Black Cockatoo Working Group, will implement Central Inland GBC Conservation Strategy actions across three broad sites that will enable community involvement and onground action in GBC conservation.

Successful systematic population surveys in the Goonoo province will be enhanced and invigorated in the Goonoo, and replicated in the Pilliga and Hervey Range provinces to provide an integrated citizen science program that will act as a baseline for future population monitoring and conservation initiatives. Foraging habitat and nesting trees will be mapped and protected. New habitat areas on public and private land will be established and existing habitat will be enhanced.

The project will foster stewardship of GBC within the community to secure the breeding population in the wild across Central Inland of NSW for the long term.



Stakeholders engaged in delivery

Adjoining Local Land Services regions, NSW Environment, Energy and Science, NSW National Parks & Wildlife Service (NPWS), Australian Wildlife Conservancy (AWC), Forestry Corporation of NSW, Dubbo Field Naturalists & Conservation Society, Central Inland Glossy Black Cockatoo Working Group, Producers, Federal Government, Aboriginal communities, investors, community groups, industry groups, media, small landholdings, absentee landholders, public land managers. Department of Primary Industries, Biodiversity Conservation Trust, Landcare - Central West Regional Landcare Network, Stuart Town Common Trust, Birdlife Australia, Mt Arthur Trust, Burrendong Botanic Garden and Arboretum, Coonamble Local Aboriginal Land Council, Murie Elders Aboriginal Corporation, Condobolin Local Aboriginal Land Council, Coonabarabran Local Aboriginal Land Council, Dubbo Local Aboriginal Land Council, Tubba-Gah Maing Wiradjuri Aboriginal Corporation, Gilgandra Local Aboriginal Land Council, Nyngan Local Aboriginal Land Council, Wellington Local Aboriginal Land Council, Central West Lachlan Landcare, Condobolin and Districts Local Landcare, Dunedoo Coolah Landcare, Lake Cargelligo Landcare (under LachLandcare), Weddin and District Landcare, Little River Landcare, Mid Macquarie Landcare, Coonabarabran and Upper Castlereagh Landcare, Top Woodlands Landcare & Ag Bureau (Tottenham)



Regional priorities addressed

- Water (Availability & Access)
- Groundcover decline
- Biodiversity decline
- Economics: capacity to recover and/or manage change



WEEDS ACTION PLAN

Central West Regional Weed Program

The 2020-25 Central West Weeds Action Plan (CW WAP) will engage with stakeholders across the region to prevent the establishment of new invasive weed species, contain or eradicate existing populations, adaptively manage already widespread weed species and build the capacity of the region to manage invasive species. The CW WAP is a five year project bringing together seven Local Control Authorities and one County Council across the Central West region.

Stakeholders engaged in delivery

Local Government and County Councils, NSW Department of Primary Industries, NSW Environment, Energy and Science, National Parks and Wildlife Services, Forestry NSW, Crown Lands Roads Maritime Services (RMS), John Holland, ARTC, NSW Farmers, Landcare, Aboriginal land managers, environmental interest groups, rural landholders.

Regional priorities addressed

Groundcover decline
Economics: capacity to recover and/or manage change
Disasters

Funding source

NSW Weeds Action Program

Central West LLS will continue to work with the Central West Regional Weed Committee in the areas of strategic planning and coordination of weed management activities, to deliver the priorities of the Central West Regional Weed Management Plan 2017-2022. It will work closely with the State Weeds Committee, whose charter is to ensure a consistent, coordinated and strategic approach to weed management across the state of NSW.

The Committee plays an important role in overseeing and coordinating implementation of the plan. In partnership with the Regional Weeds Coordinator, stakeholders will implement the plans objectives including the requirements of the NSW Weeds Action Program Stakeholder Engagement Strategy. Stakeholder engagement will continue to play an important role in weed management planning in the region. The plan has already built on past efforts and has gained immeasurably from the accumulated experiences and expert local knowledge of committee members and their networks.





SUSTAINABLE AGRICULTURE



Funding source

National Landcare Program ADAPT Project

The Central West LLS ADAPT project is a four year National Landcare Program (NLP) funded project. This project will give mixed farm producers and advisors the skills and knowledge they need to make objective decisions and implement technologies in their farm system which will enable them to adapt to changes in climate and markets. They will also gain the skills needed to improve traceability.

A variety of extension methods and adult learning techniques will be used to ensure that a wide range of producers and advisers are engaged by the project. This will include workshops, field days, videos, podcasts and on farm trials/demonstrations.

There are a number of focus areas under ADAPT, these are:

- ADAPT Business - Goal setting, farm business development, decision making and implementing change
- ADAPT Climatic - Climatic conditions & enterprise adaptation
- ADAPT Soils - Managing soils for climate change
- ADAPT Pastures and cropping - Matching pasture and crop species to climate, landscape and soils for improved productivity and sustainability
- ADAPT Feedbase - Climate change impacts on matching livestock requirements to feedbase capability
- ADAPT Data - Data manipulation for improved management, sustainability and biosecurity





SUSTAINABLE AGRICULTURE



Funding source

Agricultural Advisory Services (recurrent funding)

The Agricultural Advisory Program is focussed on delivering up-to-date, timely and locally relevant advice to support producers achieve biosecure, profitable, productive and sustainable primary industries. Our on-ground activities will also assist our local communities to ensure resilience, self-reliance and preparation.

Externally funded projects being undertaken in the 2020/21 period include;

- Integrated Weed Management (Grains Research and Development Corporation funded) - this is a cross regional LLS project with a focus on increasing grain grower and adviser understanding of integrated weed management control strategies and how they can be implemented to reduce targeted weed numbers in the Grains Research & Development Corporation (GRDC) Northern Region.

This project will work collaboratively with partners to develop and deliver technical content and workshop materials. By December 2020, we expect to increase grower and adviser understanding of integrated weed management control strategies and how they can be implemented to reduce targeted weed numbers.

Central West LLS will deliver four training workshop groups in association with Part A in the GRDC Northern Region, with three focus paddocks per workshop group targeting key weeds/cropping systems across NSW.





Funding source

Drought Support & Recovery Services (program specific funding sourced)

The overall objective of Central West LLS engagement is to create a multi 'touch point' approach to increase the awareness by all landholders across our region. The primary objectives are to ensure landholders/producers:

- Are aware of current and potential impacts of drought on their own enterprise
- Recognise the need to seek advice to enable them to adapt or manage their business to respond to adverse conditions
- Are aware of and connected to their local LLS office and staff to enable them to source the most appropriate information and support for their situation enterprise

Our multi 'touch point engagement approach includes;

- One-on-one advice and support
- Face-to-face group based advice and support
- Webinars and YouTube video
- Online resources for 24 hour, 7 day/week remote access to information
- Targeted workshops, training sessions, field days and/or advisory updates
- Guaranteed office 'drop-in' times with technical staff for drought enquiries, advice and support

Our approach to drought related agricultural extension activities can be broken into three (3) primary categories;

- 1. Pre-emptive-** scenario planning based on seasonal conditions, timing of the year and previous pressure points and triggers
- 2. Preparatory-** development of resources, training/workshops, educational videos
- 3. Responsive-** delivery of information, resources, training and support in response to current conditions, expected issues or situations and direct landholder/producer enquiry.



Stakeholders engaged in delivery

NSW Department of Primary Industries, Grains Research and Development Corporation, producers, small landholders, industry groups, education providers, research and development providers charity groups (Salvos, Vinnies, Rotary, Red Cross), Rural Adversity Mental Health Program (RAMHP), Rural Financial Counselling Service, other government agencies



Regional priorities addressed

Water (Availability & Access)
Groundcover decline
Biodiversity decline
Economics: capacity to recover and/or manage change
Disasters



PLANT BIOSECURITY

The Priority Plant Pest program aims to build awareness, deliver training and facilitate preparedness activities focussed on the identified priority plant pests for the Central West and key plant industries within our region.

Central West LLS will continue to work closely with the NSW DPI Plant Biosecurity & Plant Systems unit, as well as other LLS regions to ensure a consistent, coordinated and strategic approach to plant biosecurity across the state of NSW.



Stakeholders engaged in delivery

NSW Department of Primary Industries, Plant Health Australia, GRDC and producers



Regional priorities addressed

Economics: capacity to recover and/or manage change
Disasters



Funding source

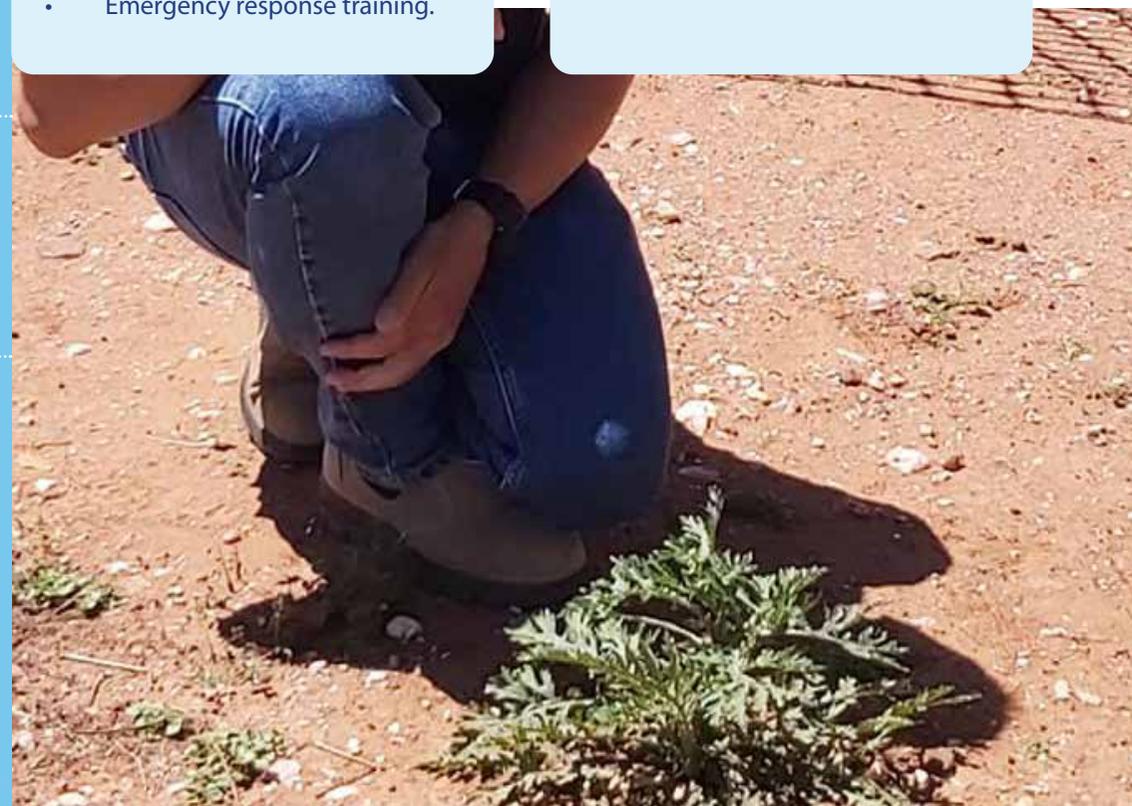
Priority Plant Pests

Key activities include:

- Maintaining regular and timely communication of priority pest status and incursion preparedness.
- Training in plant pest ID, sample submission protocols, monitoring and reporting- both internal & industry.
- Plant surveillance activities - both exotic and industry identified priority plant pests.
- Emergency response training.

Key priorities for 2020/21:

- Fall Army Worm surveillance and preparedness.
- Lupin Anthracnose proof of absence surveillance.
- Khapra beetle and stored grain pest surveillance & training.





ANIMAL BIOSECURITY, HEALTH AND WELFARE

The Animal Biosecurity & Welfare Program will deliver towards the outcomes of the Animal Biosecurity and Welfare Business Plan as developed in partnership with Department Primary Industries. The program aims to reduce the impact of animal biosecurity and welfare issues on landholders, the economy, environment and community by concentrating on the following priorities:

- Emergency Animal Disease (EAD) surveillance, management and eradication.
- Control and containment of priority animal diseases already established in NSW.
- Surveillance for diseases and residues to underpin market access.
- Have a role in tracing and identification systems to reduce the impact of disease outbreaks and food safety incidents and improve market access for NSW livestock and products.
- Support animal welfare programs that protect the welfare of animals and meet market and community requirements.
- Protection of consumers and the community from residue or contaminant risks in livestock production, and significant risks to human health from animal disease (i.e. zoonosis).



Regional priorities addressed

Water (Availability & Access)

Groundcover decline

Biodiversity decline

Economics: capacity to recover and/or manage change

Disasters



Stakeholders engaged in delivery

NSW Department of Primary Industries, Meat & Livestock Australia, producers



Funding source

Recurrent funding

Priority activities for 2020/21 will:

- Improve biosecurity, with a priority towards key high-risk groups such as pig producers.
- Protect the footrot status of NSW by maintaining a prevalence of less than 1% in flocks of 50 or more sheep.
- Assist producers conduct Faecal Egg Reduction Count Tests to establish efficacy of drenches.
- Provide ongoing support to producers in the form of disease investigation and advice as they go through drought recovery.
- Provide support to the Animal Welfare Agency by providing expert advice on production animal husbandry, disease control and nutrition.
- Provide material for podcasts allowing producers to share their experiences on the land.





INVASIVE SPECIES

Within NSW there are a number of invasive species plans which provide direction for the statutory requirements of Local Lands Services with relevance to all communities working in primary industries and natural resource management who have to make decisions about the impacts of invasive species, both pest animals and weeds.

2020/21 sees further implementation of the Central West Regional Strategic Pest Animal Management Plan (RSPAMP). This plan has been prepared by a Regional Pest Animal committee made up of representatives from public and private land managers.

The general aim of the RSPAMP is to encourage landholders to perform on-ground controls in a coordinated manner and using integrated control methods. The invasive species unit prioritise region-wide projects including pest species monitoring and targeted control activities in conjunction with landholder groups.

Also, the unit provides support to landholder groups to develop project plans to possibly be funded through the Special Purpose Pest Management Rate across the Central West Local Land Services region which will provide significant investment to the region. Staff will be monitoring successful projects that include:

- Continuation of wild dog management capacity building for land managers.
- Coordination of landholder groups and preparation of group project plans to seek external funding opportunities.
- Targeted Monitoring for Deer & possibly Pigs.
- Spring and Autumn Aerial Wild dog baiting.
- Communications for Alert Species as identified within the RSPMP.
- Exploring the implementation of Feral Fighter initiatives.
- Reinvigoration of old, and establishment of new, landholder pest control groups.

Stakeholders engaged in delivery

Private and public land managers, other LLS regions, local pest animal groups, National Parks & Wildlife, Forestry Corporation NSW, Crown Lands, Aboriginal landholders and groups, Landcare, Local Government, NSW Department of Primary Industries

These investment projects will build on the existing annual strategically coordinated programs such as group fox and pig baiting programs. There is continued resources being allocated to priority pest species across locations where identified biosecurity risks and impacts exist.

New pest animal management groups are established where possible. Most of these new groups begin as a fox or pig baiting group and other pest animal species are integrated into an annual program for the group.

The main focus in all areas of Central West Local Land Services region is for the development of long term and coordinated programs that provide benefits for agricultural and environmental outcomes, cover a multitude of home ranges of pest species and build capacity for land managers in the ongoing management of pest species.

Pest animal control programs will be coordinated to include all parts of the business with system wide benefits and a push to a more integrated approach to pest management, natural resource management and recognition of cultural and heritage across our communities.

Wild dogs are an emerging pest species in areas to the east of our region where high risk pathways have been identified and intervention has become necessary. Collaboration and strategic planning of ongoing control programs with adjoining Local Land Services and land managers will continue using best practices.



Funding source

Funded by rates and the Pest Animal Management Levy



Regional priorities addressed

Water (Availability & Access)

Groundcover decline

Biodiversity decline

Economics: capacity to recover and/or manage change

Disasters



EMERGENCY MANAGEMENT

Central West Local Land Services maintains a high level of emergency management trained staff who are capable of providing skills and resources to incidents and emergency events across the state. Continuing development of existing and new staff will be the primary focus in 2020/21, ensuring capacity to effectively resource emergency events as they occur within our region, and provide this support as required to events outside Central West Local Land Services. Central West Local Land Services educates land managers around the practical skills for 'on farm' emergency management prevention and preparedness that can reduce impacts, improve farm assets and greatly improve the recovery phase after an emergency event.



Stakeholders engaged in delivery

NSW Police, NSW Department of Primary Industries (Agriculture and Animal Services Functional Area), Rural Fire Service, State Emergency Services, Local Emergency Management Committees, Local Government Areas, Australian Plague Locust Commission



Regional priorities addressed

Economics: capacity to recover and/or manage change
Disasters



Funding source

Core services funded by rates. Responses funded by NSW DPI.

2020/21 will see continued focus on ensuring that our regional teams and processes are maintained, supported and prepared for any required response activities. NSW Department of Primary Industries (NSW DPI) will continue to support this process through the provision of online and face to face training.

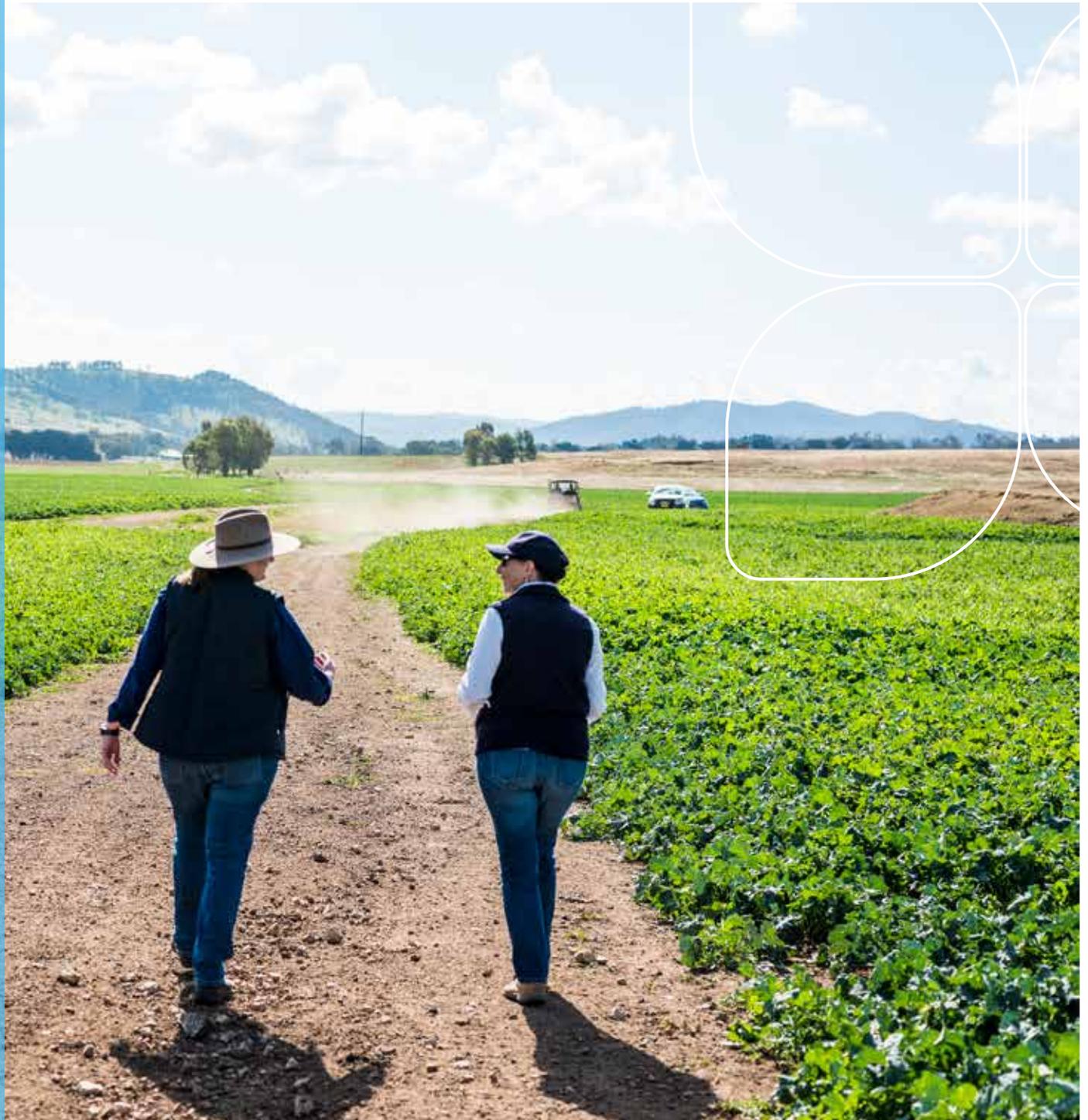
This year we will work towards improving our external relationships when it comes to emergency preparedness. Including the strengthening of relationships we share with our Local Emergency Management Committees (LEMCs) and improving stakeholders overall preparedness by working collaboratively across business. Staff will continue to represent Central West LLS through participation in LEMCs to ensure that an integrated approach to emergency management is in place across the region.

Two emergency exercise scenarios will be run by our region to address preparedness skills required for Emergency Animal Disease (EAD) or Emergency Plant Pest (EPP) events and other emergency events such as natural disasters or animal livestock transport accidents, where we act as part of Agriculture and Animal Services Functional Area (AASFA). One of these exercises will include external stakeholders such as DPI Staff and Industry members.

Increased Plague Locust activity over Spring has highlighted the need to improve landholders awareness on the plant pest and also our new staff members. Staff training and preparedness for plague locusts remains essential as these skills are universal and may be required to effectively manage flood or fire events within a Local Control Centre. This will be achieved with the combination of any DPI training and the development of internal workshops.

Existing partnerships with Police, NSW DPI and Animal Services Functional Area (AAFSA), Rural Fire Service (RFS), State Emergency Services (SES) operate under the NSW DPI Emergency Management Plan and staff may be recalled to work through management in the event of a sizeable EAD response within NSW or nationally.

Customer
**SERVICE
DELIVERY**





CUSTOMER SERVICE

The business and finance team are in many instances the initial touchpoint into Central West LLS for external customers, assessing and referring enquiries to relevant business units. The team is also required to update and maintain accurate records management in a variety of databases involving processing land transfers and ownerships, Property Identification Codes, Brands and Marks, permit fees and charges, NLIS and other database records. They also process financial transactions such as receipting of payments relating to baits, permits and debt management and recovery.



Stakeholders engaged in delivery

Landholders, NSW Department of Primary Industries, Meat & Livestock Australia



Regional priorities addressed

Water (Availability & Access)
Groundcover decline
Biodiversity decline
Economics: capacity to recover and/or manage change
Disasters



Funding source

Recurrent funding

The business and finance team provide a suite of internal services to staff to support and minimise staff time spent on back end corporate services.

This includes maintaining office accommodation, phones systems, mobile phones, computers and off-site storage. The unit also coordinates the vehicles and fleet trailers, ATVs and other equipment.

In 2020/21 it is envisaged that the Dubbo LLS office will move locations from 96 Victoria Street to 69 Cobra Street in Dubbo resulting in further project management of this process from the team.

The team is currently working on the MyLLS project (replacing FARMS) and is verifying and data cleansing landholder records prior to the scheduled implementation of the system in February 2021.





COMMUNICATIONS AND ENGAGEMENT

The Communications and Engagement Plan (The Plan) provides strategic guidance to staff on our priority actions and target audiences.

2020/21 will see Central West LLS further embrace digital technologies to expand engagement opportunities with our customers.



Stakeholders engaged in delivery

Landholders, media, staff, Ministers, MPs, community groups, local government



Regional priorities addressed

Water (Availability & Access)

Groundcover decline

Biodiversity decline

Economics: capacity to recover and/or manage change

Disasters



Funding source

Recurrent, with the grants program funded by Catchment Action NSW

A digital engagement platform will be piloted as an engagement and collaboration tool with a focus on gaining community participation into the development of the new Local Strategic Plan and Natural Resource Management Plan.

The establishment of a Central West podcast showcases the knowledge of landholders across the region and add a layer of peer knowledge sharing to the suite of tools already in place.

The team will continue to foster the now strong relationships with traditional media outlets to build confidence in the Central West staff and brand.

Reporting against the Communications and Engagement Plan will now align to the state-wide metrics. The Business Plan Narrative outlines the stakeholders engaged in each program and the metrics will demonstrate the audience reach of specific media activities.

The Resilient Communities Small Grants program will again focus on supporting community groups to participate in projects that support the protection of threatened species and biodiversity. These grants are funded through Catchment Action NSW.





ABORIGINAL CULTURAL HERITAGE, PROTECTION AND PRESERVATION

The project will build on previous investment and build Aboriginal capacity surrounding traditional land management whilst also implementing on ground works and traditional practices to achieve cultural and environmental outcomes.



Stakeholders engaged in delivery

Staff, Aboriginal community, landholders



Regional priorities addressed

Water (Availability & Access)

Groundcover decline

Biodiversity decline

Economics: capacity to recover and/or manage change

Disasters



Funding source

Recurrent

Practices will occur on private land and TSRs and include bush regeneration, fire management (traditional burning) and site identification and protection (in consultation with the Heritage Division of NSW Environment, Energy and Science and local Aboriginal communities).

This work will be predominantly delivered through NRM projects funded through NLP and CANSW.

Aboriginal Participation Plan

In 2020/21 Local Land Services will endorse it's Aboriginal Engagement Strategy to take the place of the completed Reconciliation Action Plan.

The Aboriginal Engagement Strategy will highlight how LLS will deliver on the priorities of the Department of Regions NSW Aboriginal Engagement Strategy. Upon completion of this strategy Central West LLS will review it's Aboriginal Participation to ensure alignment from the regions activities.



Business
**IMPROVEMENT
STRATEGY**





ORGANISATIONAL PERFORMANCE AND IMPROVEMENT

2019/20 saw the introduction of a new organisational planning and reporting timeline that will be further embedded within business operations in 2020/21. The objectives of the organisational planning process are:

- Transparency - to ensure participation and transparency in financial allocations
- Forecasting - facilitate forecasting of finances, resources and supporting programs
- Clear processes - implement clear processes that support organisational performance and improvement
- Governance - implement governance processes to provide staff, Board and investors with confidence in our ability to meet NCOS
- Risk-based decision-making - provide a governance system which considers organisational risks and opportunities collectively and keeps accurate records of decision-making to support this; and,
- Strategic alignment - Ensure clear alignment is demonstrated between organisational outputs, regional and state strategies.



Stakeholders engaged in delivery

Central West Local Land Services Management team and staff, other LLS regions



Regional priorities addressed

Economics: capacity to recover and/or manage change



Funding source

Recurrent

Core to the organisational planning timeline is a framework that includes four business phases;

1. Budget preparation: This process includes a review of previous year performance and development of an operational and delivery budget for the next year that is collaboratively reviewed, debated and approved by the Leadership Team

2. Identification of regional priorities: The regional prioritisation process provides an opportunity for all levels of the organisation to identify risks to the region and contribute to the development of projects that will address them in the next 3-5 years

3. Annual Business Plan development: The annual business planning process incorporates the process of forecasting the coming years performance in the Central West Business Plan 2020/21 Reporting Framework. The Business Plan also details the breadth of services offered by the business and their focus for the 12 month period

4. Project planning: The project planning phase includes a planning framework template for developing projects against an agreed process to ensure all contingencies have been considered and projects align with investor requirements and Local Land Services plans.

The organisational planning process aims to further foster cross-organisational planning and delivery, increase transparency in decision making, streamline reporting mechanisms and encourage longer term planning where possible. The Planning & Engagement team are continually contributing to both regional and state level projects to improve their capacity to deliver improved outcomes for the Central West region.

Central West staff continue to participate in state-wide initiatives to improve performance efficiency and effectiveness. In 2020/21 this approach will include local strategic planning guidelines, state-wide reporting frameworks and modelling of digital engagement tools for consultation on strategic priorities.



FINANCE

For 2020-21 the finance team will budget to return a zero balance net cost of service, that is revenue and expenditure are equal. This involves careful budget forecasting of salaries, office accommodation, IT and phones, vehicles and project expenditure such as incentive grant payments and contractors.

The Statement of Financial Performance will be reported monthly to the Board and Management and project expenditure reports will be undertaken each week. The team will develop asset plans for capital purchases over \$5,000.



Stakeholders engaged in delivery

Central West Local Land Services staff, Senior Executive Team



Regional priorities addressed

Economics: capacity to recover and/or manage change
Disasters



Funding source

Recurrent



Local Land
Services