



Murray Region

Local Strategic Plan
2021-2026

Supporting document



**Local Land
Services**

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More information

Murray Local Land Services

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Acknowledgments

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing March 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

Murray Local Land Services acknowledges the Traditional Owners of the lands across which we work. We recognise the primacy of their role in cultural heritage, cultural economy and cultural knowledge, and the continuing connection of First Nations people to Country.

The Murray Region spans the Traditional Lands of the Wiradjuri, Wolgalu, Ngarigo, Bangarang, Yorta Yorta, Barapa Barapa, Wamba Wamba, Nari Nari, Wadi Wadi and Mari Mari people. It also supports a rich diversity of First Nations people from other areas. We pay our respects to Elders past, present and emerging across these lands, and celebrate Aboriginal culture as a living and dynamic creation that provides a strong foundation to generate bright futures for First Nations people.

We are committed to Reconciliation, Closing the Gap, and engaging with First Nations people as the custodians who sustainably managed this land for tens of thousands of years. In all of our planning, we aim to consider how our proposed activities could affect Traditional Owner rights and obligations in relation to their lands and waters. These commitments are formalised in our Local Strategic Plan and the Local Land Services Aboriginal Engagement Strategy.

We look forward to ongoing partnerships with our local First Nations people across all sectors of our organisation.



'Aboriginal Australia'
by Dennis Charles

Chair's Foreward

I am pleased to present the new Local Strategic Plan for Murray Local Land Services, which outlines how we intend to focus our efforts for the next five years to provide value to our customers and support the productive and sustainable management of our landscapes.

This plan builds on our achievements to date and addresses the challenges of the future. It integrates information and direction from a range of other policies, plans, forecasts and evidence sources, combined with specialist knowledge from our staff, Board and Community Advisory Groups.

Local voices have shaped the plan – our community's aspirations and stated future service needs influenced the overall direction we'll be taking for the next five years, as well as the design of specific strategies and programs that we'll deliver to achieve the plan's aims.

Our Local Strategic Plan has been developed as a high-level document providing strategic guidance to our organisation. Lower-level plans will also be developed that provide more detail on our proposed activities in each Core Service Area – Landscape Management, Biosecurity, Emergency Management and Primary Production. This will allow our Local Strategic Plan to maintain sufficient flexibility to adapt to future developments, challenges, innovations, technology and legislation.

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

Derek Schoen

*Board Chair
Murray Local Land Services*



Our Plans

Our planning framework cascades from the State Strategic Plan through our Local Strategic Plan and Regional strategies to Annual Business Plans and staff work plans. This approach ensures line of sight between state priorities and locally-relevant delivery.

Development of the Murray Local Strategic Plan (LSP) considered staff, community and technical input to identify the region’s opportunities and threats in combination with local community aspirations and service needs. We developed logic diagrams to understand how our activities are expected to deliver outcomes and collated our evidence into a library for future reference and learning.

Our planning framework has four components and is illustrated below:

Strategic Plan and Supporting Document

Capture our broad direction with aims, strategies for achieving these, and Key Performance Indicators (KPIs) for tracking our delivery.

5-Year Regional Strategies

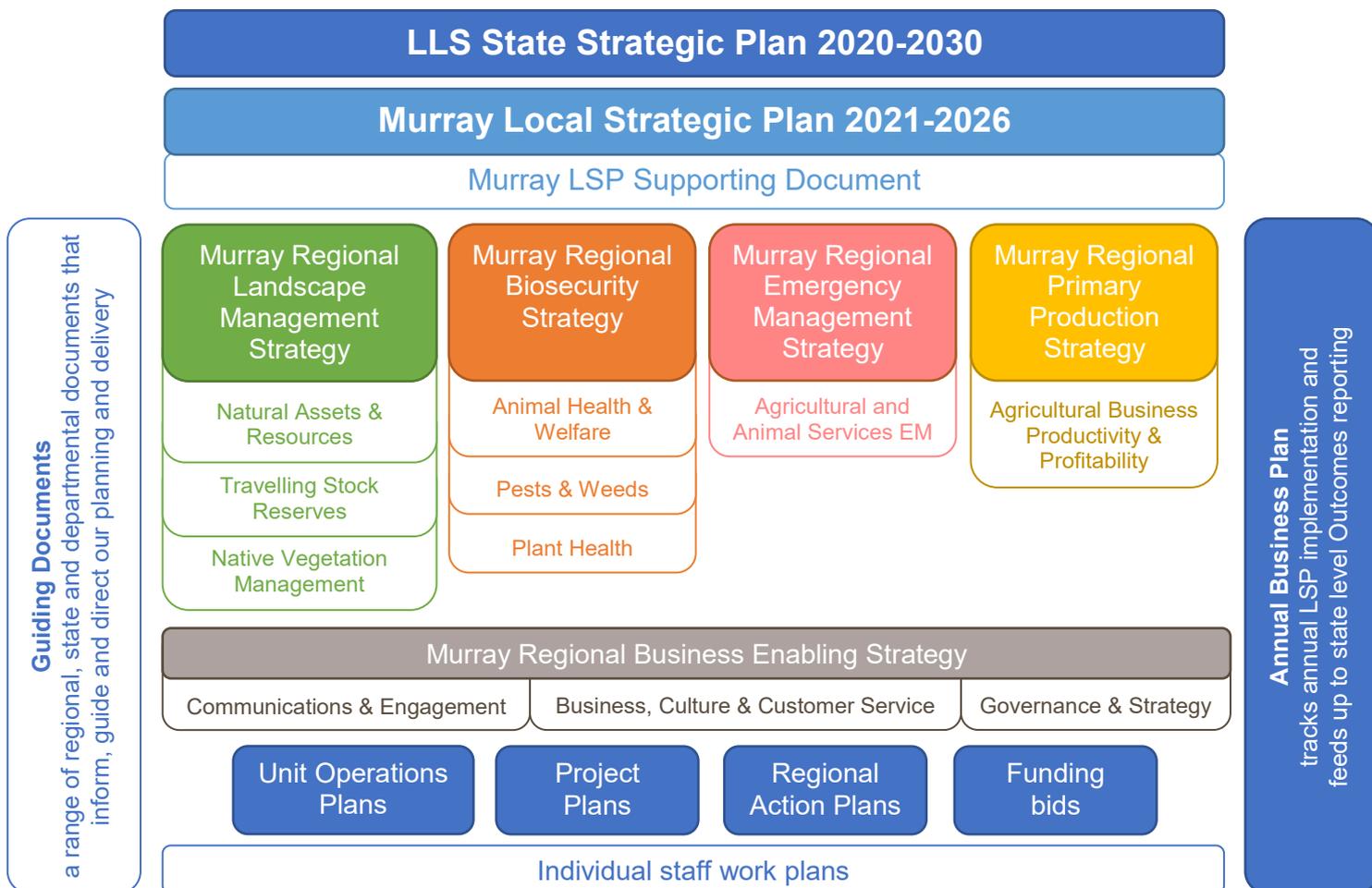
Provide detail on our priorities in each core service area and the logic underpinning their selection, informed by a range of other plans and policies.

Operational-Level Plans

Developed by each core service unit to give effect to their Regional Strategy, these include project plans, action plans, staff work plans, funding bids.

Annual Business Plan

Collates information across multiple planning levels to provide a summary of our investment each financial year that feeds up to the state level.



Our Region

The Murray LLS Region spans more than 4.2 million hectares of public and private land bounded to the south by the Murray River and ranging from steep alpine slopes in the east to vast native grasslands, rangelands and riverine floodplains in the west.

Nationally significant areas include Kosciuszko National Park, the Murray River, and the Central Murray Red Gum forests that are internationally recognised as important wetlands.

The region's population of around 107,000 people is concentrated along the Murray, Edward and Billabong-Yanco river systems in towns such as Corowa, Moama, Jerilderie, Deniliquin, Tocumwal, Holbrook, and our only major city, Albury. Many of these population centres are closely linked to nearby Victorian communities and services, and the urban/rural interface is a growing sector across the region.

The Murray region is steeped in Aboriginal history, culture and spiritual significance. It encompasses many important cultural locations of national and international significance, and there are strong local efforts to maintain cultural knowledge and traditional practices. The number of Aboriginal organisations and enterprises is growing, particularly in the land management and agriculture sector, which add to the diversity of Aboriginal Nations, land councils, corporations, consultative committees, working parties and co-operatives connected to the region.

The region includes approximately 350,000 ha of national parks and reserves, 140,000 ha of state forests and 55,000 ha of travelling stock reserves (managed by Murray LLS). Around 75% of land in the region is privately owned and one-third of our residents are directly involved in agricultural production.

High quality land and water resources support diverse agricultural enterprises, including cropping, grazing, horticulture, forestry and dairying. Extensive water supply infrastructure—including Australia's largest irrigation network and the famous Snowy Mountain Hydro-Electric Scheme—enables these industries to prosper even in low rainfall areas. Much of the region's multi-billion dollar economy therefore depends on continuing access to healthy natural resources. Given the impact of historic vegetation clearing in the region, retaining and enhancing our natural assets is also important for repairing local ecosystem function, mitigating the effects of climate change and increasing climate variability, supporting the recovery of threatened species, and contributing to community wellbeing.

Our communities have been challenged over the past decade with changes to local demographics, land use and land prices, climate and weather patterns and associated natural disasters, water availability and water management legislation, increasing risk of pests and disease, and greatly increased influence of social license on agricultural markets and accepted industry practices. As well as impacting on our local communities and landscapes, these challenges present a more difficult working environment for Murray LLS to navigate in providing services to our customers.



Murray Region showing LLS office locations

Regional Challenges and Emerging Trends

Supporting rural communities – We face significant challenges in supporting our rural communities as they shrink and grow older, the peri-urban sector expands, and government services become more centralised. Local people need support to filter and connect to information, technology and services that can assist them to be responsible for their own futures. There is a clear gap for services that create safe spaces where local people are comfortable to come together, share and support each other.

Celebrating Aboriginal culture and communities – Across our region, we see a need for increased recognition of Aboriginal cultural heritage, spirituality and connections to Country, and for a continued focus on reconciliation. We want to support our local First Nations communities to overcome challenges related to education and employment in order to Close the Gap and promote self-determination.

Maintaining productive and profitable regional farming businesses is a major challenge as we adapt to changing markets, a future with less water, changing climatic conditions and increasing biosecurity threats, while ensuring sustainable resource use and minimising environmental impacts.

Promoting healthy, diverse and connected natural environments – We value the natural assets and resources in our region and recognise the importance of balancing resource use to sustain our livelihoods and lifestyle with the maintenance of healthy natural environments. We will need to find better ways to share the costs, benefits and responsibilities of environmental stewardship in the future.

Facing increased uncertainty – our changing climate will increase the frequency and intensity of extreme weather events and natural disasters (e.g. floods, bushfires, storms, heatwaves, frosts), and also the unpredictability of these events. We also face increasing uncertainty in global markets and politics, creating a need for more adaptability and resilience in our landscapes and communities.

Megatrends expected to shape Australian agriculture over the next 10 years will also apply at the regional scale. These are described below (Australian Bureau of Agricultural and Resource Economics and Science, 2021).

Extract from “Megatrends shaping Australian agriculture (2021 update)”

Growth juggernaut: 3 billion empowered consumers

An expanded and empowered middle class will demand higher volumes and quality of food and fibre, with rising expectations for health, provenance, ethics and sustainability.

Fractal politics: Beware the dance of giants

International trade and relations will all become more complex as nations assert their sovereignty, often in pursuit of populist appeal rather than mutual economic gains.

More from less: The permanent race for advantage

Maintaining profitable, competitive food and fibre enterprises in the face of relentless pursuit of advantage will require ongoing innovation, adaptation and transformation.

Cascading planetary risks: Coming, ready or not

Earth systems at all scales are changing at an unprecedented rate. Climate and commodity prices will become more volatile. Emerging markets for carbon and ecosystem services could transform landscapes and business models.

Disruptive technologies: Opportunities for the brave

Exponential advances in digital technology, automation, genetics, and synthetics will disrupt and change how food and fibre products are made, marketed, and delivered. New skills and partnerships will be critical to capitalise on this.

Positioning for the future: Will the lucky country surf or sink?

Unearned advantage can create complacency. Each generation needs to create the luck – and advantages – it will pass on to the next generation. Will Australia choose to surf or sink?

Community Aspirations and Service Needs

Consultation with our local community shows that their aspirations for our region and services desired from LLS are varied and often interrelated. These are summarised and categorised below. We have addressed these aspirations and service needs in line with our resourcing levels. Ongoing engagement with our advisory groups, customers, partners and stakeholders will inform future planning and delivery.

Natural Assets & Resources

- Environmental protection and rehabilitation
- Sharing of traditional and modern management practices
- Cultural connections respected and employment opportunities explored
- Community wellbeing supported by access to green spaces
- Ecosystem service provision recognised
- Support the establishment of good practice standards
- Awareness of rights and responsibilities
- Native vegetation management advice and approvals

- Managed for environmental, agricultural, cultural and social values
- Infrastructure maintained; access rights retained
- Risks to and from surrounding lands managed
- Sharing of local knowledge and management practices
- Collaborative management with Aboriginal people
- Shared understanding of usage rights and responsibilities
- Coordinated management across regions and zones

Travelling Stock Reserves

Biosecurity

- Continued advice provision on pests, weeds, animal and plant health
- Continued advice provision on managing general biosecurity risks
- Regulatory services to ensure market access for agricultural products
- Biosecurity planning support (including managing trespass)
- Early warning of issues
- Support the establishment of good practice standards
- Awareness of regulatory framework and responsibilities

- Emergency animal welfare advice and assistance
- Livestock assessment and disposal assistance during crises
- Emergency animal and plant disease and pest response
- Companion animal evacuation support
- Support for EM preparation, response and recovery planning
- Awareness of statutory relationships between response agencies
- Early warning of issues

Emergency Management

Primary Production

- Agricultural systems development advice
- Sharing of traditional and modern management practices
- Opportunities to practice and advance Aboriginal agriculture
- Agricultural and land management advice and connections to services
- Industry-specific projects and trials
- Expanded relationships with agribusiness service providers
- Support the establishment of good practice standards

Cross-cutting Themes

During development of the Murray Local Strategic Plan, our Board identified five strategic priorities that cut across all areas of the organisation. We will embed these into our planning, delivery and learning cycles, and apply them at all scales of our organisational and professional development.

Communication

People are at the heart of everything we do. Our communications must be of the highest quality to maintain our reputation, build supportive relationships, ensure shared understanding and strive for change.

Innovation

New business, continual improvement, alternate revenue streams. We will come to be recognised as change agents who explore, think outside the box and bring new ideas to bear.

Leadership

We will promote leadership and lead by example – employing good governance, applying identified operational standards and inspiring excellence and innovation in our relationships, planning and delivery.

Climate Consciousness

We concur with the National Farmers Federation in recognising that climate change presents both significant challenges and opportunities for regional landscapes and communities. We will advocate for evidence-based action by our customers and stakeholders to mitigate the causes of climate change and adapt to its effects.

Social Justice

As a “boots on the ground” organisation with extensive inter-agency networks, we have significant capacity to influence attitudes and behaviours in relation to social justice issues. We commit to socially-just business practices and will strive to support social-good outcomes for our communities as well as our landscapes.

Our Strategic Direction



The following section provides additional detail to support our Local Strategic Plan 2021-2026.

It provides a brief **introduction** to each Core Service Area, and lists the key **threats** and **opportunities** to our operations in each area.

Our **Aim** for each Core Service Area describes in broad terms the overarching outcome that we're hoping to achieve.

Measures of Success are the metrics we will use to evaluate progress in achieving our aims over the 5 years of our LSP.

We detail the **strategic approaches** we intend to use to overcome identified threats and capitalise on opportunities.

Priority Programs show how our work will be grouped and targeted to give effect to our strategies.

Critical Success Factors are also noted. These are the essential requirements that need to be in place to allow us to achieve our aim for each Core Service Area.

Summary of our Strategic Direction 2021 – 2026: Murray LSP Plan-on-a-Page

VISION –Resilient communities in productive healthy landscapes



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 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

LANDSCAPE MANAGEMENT

We aim to:

- Increase natural values across rural landscapes in the Murray Region,
- Ensure that Murray region's Travelling Stock Reserves (TSRs) deliver agricultural, environmental, cultural and social benefits, and
- Support native vegetation management to deliver economic, social, cultural and environmental benefits.

STRATEGIES

The following documents guide our strategic direction in this area:

- Regional Landscape Management Strategy
- Regional Communications Strategy
- Local Land Services Natural Resource Management Framework
- Local Land Services TSR State-wide Plan of Management and Best Management Toolkit
- Land Management Framework
- Private Native Forestry legislative framework

PRIORITY PROGRAMS

- Terrestrial Ecosystems
- Aquatic Ecosystems
- Significant Species
- Environmental Attitudes
- TSR Operations
- TSR Compliance
- TSR Communications
- Murray Land Management Program
- Private Native Forestry in the Murray Region

MEASURES OF SUCCESS

- Ecosystem health
- Resilience of significant species
- Appreciation of nature
- Area of TSR actively managed
- Change in vegetation management
- Number of communication activities

BIOSECURITY

We aim to:

- Reduce the impact of plant and animal based biosecurity risks on regional agriculture and the environment.

STRATEGIES

The following documents guide our strategic direction in this area:

- Regional Biosecurity Strategy
- Regional Strategic Weed Management Plan
- Regional Strategic Pest Animal Management Plan
- Regional Communications Strategy
- NSW Biosecurity Strategy
- State-level Animal Biosecurity and Welfare Plans

PRIORITY PROGRAMS

- Regional Pest Program
- Regional Weed Program
- Animal Biosecurity and Welfare Operations
- Biosecurity Communications

MEASURES OF SUCCESS

- Impact of priority pests and weeds on agriculture and the environment
- Awareness of biosecurity risks and good biosecurity practices
- Number of communication activities

EMERGENCY MANAGEMENT

We aim to:

- Support Murray regional communities to plan for and recover from natural disasters and biosecurity emergencies.

STRATEGIES

The following documents guide our strategic direction in this area:

- Regional Emergency Management Strategy
- Regional Communications Strategy
- Emergency Management priorities for Local Land Services and NSW Department of Primary Industries 2019-2023

PRIORITY PROGRAMS

- Emergency Planning & Preparedness
- Emergency Response
- Recovery Programs
- Emergency Management Communications

MEASURES OF SUCCESS

- % of after-action reviews completed
- No. of staff trained in a response role
- No. of response activities completed
- No. of recovery programs delivered
- Number of communication activities

PRIMARY PRODUCTION

We aim to:

- Improve the long-term viability of regional farming businesses and the natural assets that underpin them.

STRATEGIES

The following documents guide our strategic direction in this area:

- Regional Primary Production Strategy
- Regional Communications Strategy
- Local Land Services Agricultural Services Framework

PRIORITY PROGRAMS

- Production and Profitability
- Farm Business Management
- Resilience and Adaptation
- Farm Natural Capital

MEASURES OF SUCCESS

- Grower confidence in long-term viability of farm businesses
- Condition of soil and vegetation on-farm
- Number of communication activities

Enabling

Our ambition is for Murray Local Land Services to be a capable, high-performing and respected organisation delivering value for our customers.

STRATEGIES

- Regional Business Enabling Strategy
- Regional Communications Strategy
- Regional New Business Strategy
- Local Land Services Work Health and Safety Plan
- Local Land Services Aboriginal Engagement Strategy
- Department of Regional NSW Outcome and Business Plan
- Local Land Services and Departmental plans, policies, procedures and guidelines

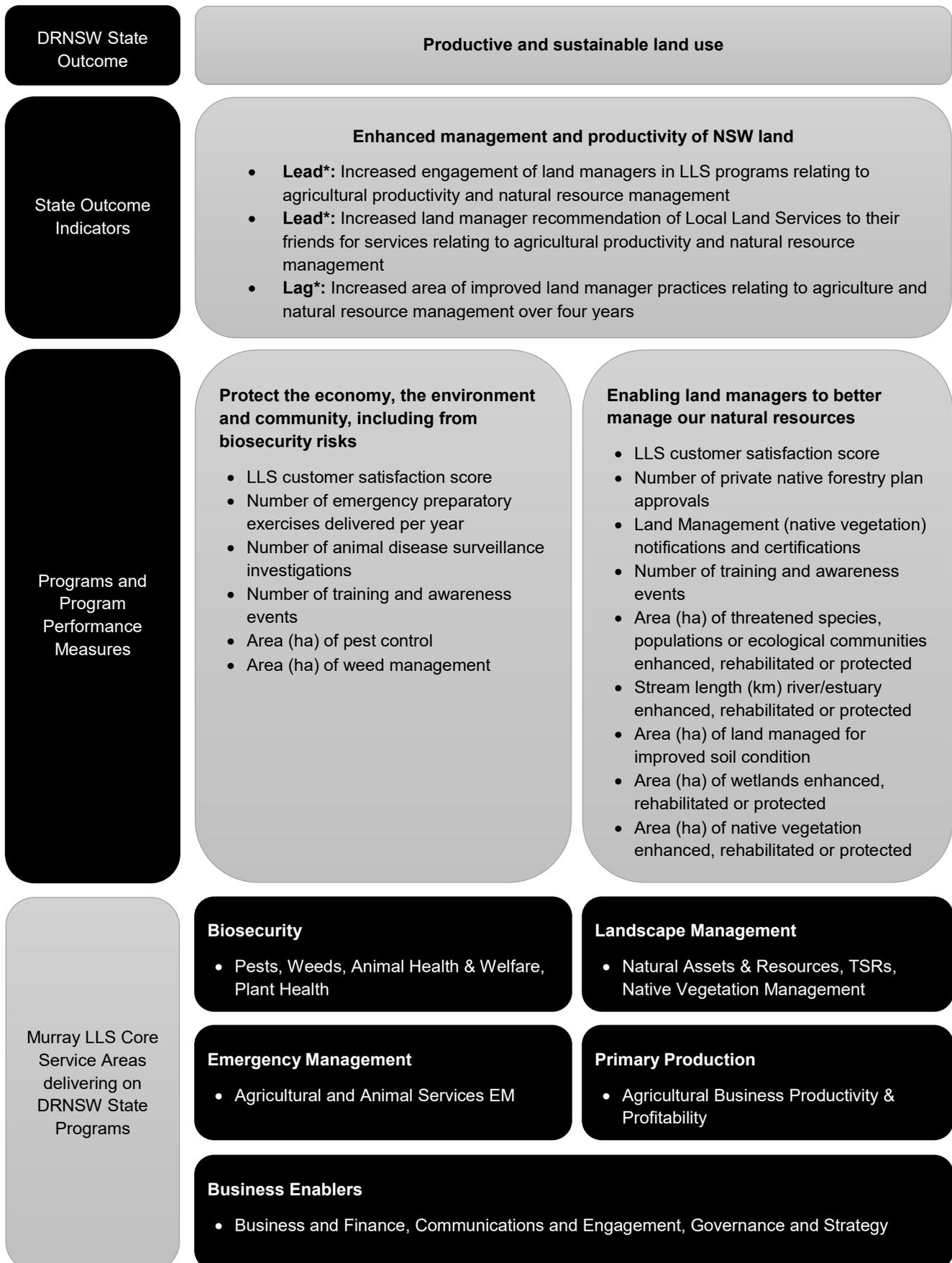
PRIORITY PROGRAMS

- Brand Affinity
- Innovative Engagement
- Partnerships and Connections
- Aboriginal Culture and Communities
- Governance and Strategy
- Business Administration and Innovation
- Quality Customer Service
- People, Safety and Culture

MEASURES OF SUCCESS

- Customer value and experience
- Total Partner Experience
- Compliance with financial controls & accounting standards
- Performance in internal and external audits
- % of audit recommendations actioned
- Employment opportunities created for Aboriginal people
- Murray LLS is a workplace of choice

Mapping of Murray LLS Core Service Delivery to Department of Regional NSW's State Outcomes and Programs



* **Lead indicators** provide early indication that an action is likely to deliver a desired outcome; **Lag indicators** measure the longer-term outcome itself



Natural Assets & Resources

The Murray Region has a great diversity of landscapes containing natural assets and resources that sustain our agricultural, social and environmental systems. Within these landscapes, there are currently 141 threatened species of native flora and fauna. High levels of clearing were conducted historically across many vegetation types in the region, particularly Grasslands and Grassy Woodlands. Many of our natural assets and resources are experiencing impacts, however our region also boasts high value conservation areas on private and public land, including on Travelling Stock Reserves. Murray LLS will work with land managers to enhance the condition of natural assets and resources across the region.

Key Threats

Continuing threats to biodiversity, land and water assets
Seasonal variability and climate impacts
Current and emerging biosecurity threats
Reduced funding for environmental outcomes
Legislative uncertainty for water access and use

Key Opportunities

High-performance organisation with skilled staff
Innovative technology and emerging markets
Collaboration with First Nations people

Critical Success Factors



Security of funding to retain quality staff
Effective collaboration with similar agencies

Links to key guiding document

The key guiding document for this Core Service Area is the “**Local Land Services Natural Resource Management Framework**”. We have mapped our Strategies to this guiding document’s Objectives (reference numbers are noted in the table on the following page):

1. Driving practice change through customer-centred NRM services
2. Helping land managers get a return from NRM
3. Tackling the priority threats to achieving healthy and resilient landscapes
4. Supporting Aboriginal land managers to care for Country
5. Becoming service provider of choice and trusted broker of partnerships

Strategic direction for Natural Assets and Resources in the Murray Region 2021 – 2026

| | | | | | |
|---------------------|---|--|---|--|---|
| AIM | Increase natural values across rural landscapes in the Murray Region | | | | |
| | <ul style="list-style-type: none"> • Ecosystem health • Resilience of significant species • Appreciation of nature | | | | |
| MEASURE OF SUCCESS | | | | | |
| STRATEGIES* | Raise awareness of natural asset values and the role of NRM in mitigating and adapting to climate change (1) | Explore opportunities for land managers to access payment for ecosystem services (2) | Support land managers to protect and improve natural values (3) | Increase engagement with Aboriginal people in management of natural assets across the Region (4) | Raise Murray LLS's capacity and profile as an environmental management organisation (5) |
| PRIORITY PROGRAMS | Terrestrial Ecosystems | | | | |
| | Aquatic Ecosystems | | | | |
| | Significant Species | | | | |
| | Environmental Attitudes | | | | |
| KEY PROGRAM METRICS | <ul style="list-style-type: none"> • Area (ha) of native revegetation • Area (ha) of native vegetation enhanced, rehabilitated or protected • Stream length (km) river/estuary enhanced, rehabilitated or protected • Area (ha) of wetlands enhanced, rehabilitated or protected • Area (ha) of threatened species, populations or ecological communities enhanced, rehabilitated or protected • Number of opportunities for Aboriginal people to support LLS decision making, including number of participants • Number of Aboriginal people involved in LLS activities | | | | |

* numbers in parentheses indicate the linkage to our key guiding document for this Core Service Area.



Travelling Stock Reserves

Within the Murray Region there are approximately 55,500 hectares of Travelling Stock Reserves (TSRs). These reserves are managed to deliver agricultural, environmental, cultural and social benefits within a uniform, state-wide management framework. TSRs are a component of our landscape that are highly valued by our community. They offer opportunities to partner with local Aboriginal communities to understand cultural values and share management practices.

Key Threats

Funding shortfall
Increasing compliance issues
State and local needs not always aligned
Impacts to and from adjacent land

Key Opportunities

High staff and organisational capability
Good current condition of most sites
Collaboration with First Nations people

Critical Success Factors



Increased revenue for TSR management
Training and retention of skilled staff

Links to key guiding document

The key guidance for this Core Service Area comes from the “**TSR Statewide Best Management Practice Toolkit**”. We have mapped our Strategies to the Objectives from this resource, as noted in the Local Land Services TSR Statewide Plan of Management (reference numbers are noted in the table on the following page):

1. Strengthen uniformity in language and process
2. Provide confidence that processes are being carried out as planned
3. Elevate and sustain consistently high standards of management
4. Inform preparation of Annual Business Plans and conditions applied in stock permits, reserve use permits and agreements
5. Identify opportunities for collaborative action and improved outcomes

Strategic direction for Travelling Stock Reserves in the Murray Region 2021 – 2026

| | | | | | |
|----------------------------|--|--|---|---|--|
| AIM | Ensure that Murray Region TSRs deliver environmental, cultural, agricultural and social benefits | | | | |
| MEASURES OF SUCCESS | <ul style="list-style-type: none"> • Area of TSR actively managed • Number of communication activities related to TSRs | | | | |
| STRATEGIES* | Raise awareness of appropriate TSR use to reduce compliance issues (1) | Establish strong adaptive local plans that advocate for our local philosophy on TSR management (4) | Source additional resourcing to support effective TSR management that meets community expectations and legislated obligations (2) | Protect and enhance the environmental and cultural values of Murray Region TSRs (3) | Increase engagement with Aboriginal people in management of TSRs across the Region (5) |
| PRIORITY PROGRAMS | TSR Compliance | | | | |
| PRIORITY PROGRAMS | TSR Operations | | | | |
| PRIORITY PROGRAMS | TSR Communications | | | | |
| KEY PROGRAM METRICS | <ul style="list-style-type: none"> • Number of regional TSR plans developed • Number of permits issued for TSRs and total stock number by class • Number of projects undertaken to protect Aboriginal Cultural Heritage or Traditional Ecological Knowledge | | | | |

* numbers in parentheses indicate the linkage to our key guiding document for this Core Service Area.



Native Vegetation Management

The Murray Region has a diverse range of native vegetation communities and a wide range of primary production enterprises, including use of native vegetation as pasture and for private native forestry (PNF). As well as delivering benefits locally, these landscape components contribute to climate resilience over large scales and the country's food security. Communities in the region see native vegetation and agricultural production as important land uses and are seeking balance between these to deliver economic, social, cultural and environmental benefits for people locally and more broadly.

Key Threats

Loss of biodiversity
Economic pressures to expand production
Inconsistent understanding of legislation by land managers

Key Opportunities

Reduced red tape
Emerging technology
Increased and targeted extension and awareness activities
Incorporation of cultural values

Critical Success Factors



Improved integration with other LLS units and external agencies

Links to key guiding document

While the Land Management Framework and Private Native Forestry legislative instruments drive our day-to-day operations for this Core Service Area, the key planning guidance comes from the “**Department of Regional NSW’s Outcome and Business Plan**”. We have mapped our Strategies to the success measures for the Premier’s portfolio priority 3 from this document, (reference numbers are noted in the table on the following page):

Premier portfolio priority 3: Continue the implementation of the land management reforms to better balance productivity and environmental outcomes in the agricultural sector

1. Private land management and native vegetation regulation in regional NSW focuses on achieving triple bottom line (economic, environmental and social) outcomes for landholders and the NSW community.
2. Biodiversity is conserved at a bioregional and state scale, ecological integrity maintained or improved, and natural resources managed productively and sustainably.

Strategic direction for Native Vegetation Management in the Murray Region 2021 – 2026

| | | | | |
|----------------------------|---|--|--|---|
| AIM | Support native vegetation management to deliver economic, social, cultural and environmental benefits | | | |
| MEASURES OF SUCCESS | <ul style="list-style-type: none"> • Change in vegetation management • Number of communication activities | | | |
| STRATEGIES* | Support sustainable development through balanced application of the Land Management and PNF Frameworks (1) | Provide native vegetation management advice which balances production gains with biodiversity conservation (2) | Value-add to delivery by integrating across LLS units and collaborating with external partners (2) | Incorporate cultural values into Land Management and PNF operations (1) |
| PRIORITY PROGRAMS | Murray Land Management Program | | | |
| PRIORITY PROGRAMS | Private Native Forestry in the Murray Region | | | |
| KEY PROGRAM METRICS | <ul style="list-style-type: none"> • Number of awareness raising events/capacity-building events, including number of participants • Number of capacity-building products distributed • Number of 1:1 advice consultations • Number of notifications • Number of certificates issued • Area (ha) of set asides • Area (ha) of licensed PNF | | | |

* numbers in parentheses indicate the linkage to our key guiding document for this Core Service Area.



A wide range of pests and weeds have invaded the Murray Region, impacting on our agricultural, cultural and environmental assets. Murray LLS works with land managers and industry to provide public good outcomes by reducing these biosecurity threats. We also play a key role in maintaining access to national and international markets through the management of livestock disease risks and assist with plant health emergency situations.

Key Threats

Resourcing limitations plus role expansion
 State and local needs not always aligned
 Varied customer awareness & commitment levels
 Reduction in community action
 Increasing biosecurity risks

Key Opportunities

Good existing reputation and relationships
 Highly skilled and experienced staff

Critical Success Factors



Effective collaboration with similar agencies
 Resourcing must match any role changes

Links to key guiding document

The key guiding document for this Core Service Area is the “**NSW Biosecurity Strategy**”. We have mapped our Strategies to this guiding document’s Goals (reference numbers are noted in the table on the following page):

1. Biosecurity is a shared responsibility.
2. Biosecurity contributes to sustainable economic growth.
3. Biosecurity protects the environment and the community.
4. Biosecurity is underpinned by a responsive and consistent legislative framework.

Strategic direction for Biosecurity in the Murray Region 2021 – 2026

| | | | | | |
|----------------------------|--|--|---|---|---|
| AIM | Reduce the impact of plant and animal based biosecurity risks on regional agriculture and the environment | | | | |
| MEASURES OF SUCCESS | <ul style="list-style-type: none"> • Impact of priority pests and weeds on agriculture and the environment • Awareness of biosecurity risks and good biosecurity practices • Number of communication activities | | | | |
| STRATEGIES* | Maintain Murray LLS's profile as a trusted partner in managing biosecurity risks to regional producers and agricultural industries (1, 2, 3) | Engage with policy and decision-making processes to ensure that they are achievable and remain relevant to our region and legislation (1, 4) | Engage and educate landholders about biosecurity risks and responsibilities (1, 2, 3) | Undertake biosecurity risk surveillance and intelligence activities (1, 2, 3) | Support and facilitate producers and agricultural industries to prepare for and manage biosecurity risks (1, 2, 3, 4) |
| PRIORITY PROGRAMS | Regional Pest Program | | | | |
| PRIORITY PROGRAMS | Regional Weed Program | | | | |
| PRIORITY PROGRAMS | Animal Biosecurity and Welfare Operations | | | | |
| PRIORITY PROGRAMS | Biosecurity Communications | | | | |
| KEY PROGRAM METRICS | <ul style="list-style-type: none"> • Area (ha) of pest control • Area (ha) of weed management • Number of investigations for animal health • Number of investigations for plant pests/disease • Number of projects undertaken to protect Aboriginal Cultural Heritage or Traditional Ecological Knowledge | | | | |

* numbers in parentheses indicate the linkage to our key guiding document for this Core Service Area.



Emergency Management

Murray Local Land Services plays a crucial role in supporting the management of emergencies that affect the community, environment and economy. We work with the NSW Department of Primary Industries and other agencies to provide vital support in emergencies including natural disasters such as flood and bushfire. We respond to biosecurity events involving emergency animal diseases as well as plant and pest incursions.

Key Threats

Ongoing and emerging biosecurity threats
Increasing frequency and severity of disasters
Need for a pool of skilled and experienced staff to meet expected growing demand
Sub-optimal collaboration
Impacts on local BAU delivery during responses

Key Opportunities

Internal and external collaboration
Improved system management
High calibre staff

Critical Success Factors



Effective collaboration with similar agencies
Resource planning over long time frames

Links to key guiding document

The key guiding document for this Core Service Area is “**Emergency management priorities for DPI and Local Land Services 2019-2023**”. We have mapped our Strategies to this guiding document’s Outcomes (reference numbers are noted in the table on the following page):

1. Industries and communities are engaged and prepared for emergencies.
2. Capable workforce.
3. Strong governance, accountability and improvement.
4. DPI and LLS have a joint approach and shared culture in preparing for, responding to and recovery from emergencies.
5. Risks are managed.

Strategic direction for Emergency Management in the Murray Region 2021 – 2026

| | | | | |
|----------------------------|--|--|--|--|
| AIM | Support Murray regional communities to plan for and recover from natural disasters and biosecurity emergencies | | | |
| MEASURES OF SUCCESS | % of after-action reviews completed to ensure continual improvement of our EM activities | | | |
| STRATEGIES* | Build organisational capacity to respond to natural disasters and biosecurity emergencies (2, 3, 5) | Increase our understanding of and interaction with the breadth of customer segments in the region (1, 5) | Ensure that our delivery occurs within statutory boundaries and meets community expectations (1, 4, 5) | Continue to promote and strive for effective collaboration and resourcing in the EM space (4, 5) |
| PRIORITY PROGRAMS | Emergency Planning and Preparedness | | | |
| PRIORITY PROGRAMS | Emergency Response | | | |
| PRIORITY PROGRAMS | Recovery Programs | | | |
| PRIORITY PROGRAMS | Emergency Management Communications | | | |
| KEY PROGRAM METRICS | <ul style="list-style-type: none"> • Number of staff trained in a response role • Number of EM preparatory exercises • Number of response activities completed • Number of recovery programs delivered • Number of communication activities | | | |

* numbers in parentheses indicate the linkage to our key guiding document for this Core Service Area.



Primary Production

The Murray Region supports a diverse range of agricultural industries and is the food-bowl of the Murray-Darling Basin. Murray Local Land Services supports local farming businesses to remain viable by providing primary producers and industry with best practice advice, connections to emerging innovation and support to establish quality partnerships.

Key Threats

- Management practices that impact negatively on natural capital
- Inconsistent farm business performance
- Identifying relevant, reliable information sources
- Increased uncertainty in operating environment

Key Opportunities

- Strong existing connections with community
- Farming practices that build natural capital
- Drive for action from industry bodies
- Emerging market and tech opportunities

Critical Success Factors



- Effective collaboration with similar agencies
- Strong connections with research bodies

Links to key guiding document

The key guiding document for this Core Service Area is the “**Local Land Services Agricultural Services Framework**”. We have mapped our Strategies to this guiding document’s Objectives (reference numbers are noted in the table on the following page):

1. Increased farm productivity, enhanced natural asset conditions and improved production processes
2. Enhanced preparedness, management and recovery for climate variability and major disruptor events
3. Strategic partnerships and innovation adoption

Strategic direction for Primary Production in the Murray Region 2021 – 2026

| | | | | |
|----------------------------|--|---|--|--|
| AIM | Improve long-term viability of regional farm businesses and the natural assets that underpin them | | | |
| MEASURES OF SUCCESS | <ul style="list-style-type: none"> • % of farmers indicating improved confidence in long term viability of farming business against baseline measurement • Key soil and vegetation related indicators show positive trends • Number of communication activities related to primary production | | | |
| STRATEGIES* | Support farmers to understand future scenarios and explore farming system options that help them adapt (1, 2) | Support strategic and tactical business planning by regional farming enterprises (1, 2) | Build relationships with key research providers and between sectors of the RD&E supply chain to improve knowledge integration into farming decisions (3) | Identify issues, raise awareness, and improve capacity to adopt management practices that improve production and build and sustain natural capital (1) |
| PRIORITY PROGRAMS | Resilience and Adaptation | Farm Business Management | Production and Profitability | Farm Natural Capital |
| KEY PROGRAM METRICS | <ul style="list-style-type: none"> • Area (ha) managed for improved agricultural production • Area (ha) of land managed for improved soil condition • Number of farmers with improved business management plans and processes • Number of producers who are better prepared to manage risks, have improved capacity to recover from major events and take advantage of potential opportunities | | | |

* numbers in parentheses indicate the linkage to our key guiding document for this Core Service Area.



Business Enablers

Our ability to successfully support the community to meet the challenges of the future and deliver the strategies in our plan is dependent on Murray LLS continuing to be a capable, high-performing and respected organisation. We will strive for high standards and continuous improvement in our business systems and practices, build our capacity to deliver value to our customers, and ensure that we are recruiting, retaining and developing top level talent into our organisation.

Critical Success Factors



- Better inter- & intra- agency coordination
- Appropriate business systems

Key Threats

- Reduced and more uncertain funding
- Business systems don't support regional needs
- Poor awareness of LLS identity and role
- Varied customer engagement with LLS
- Effort not well coordinated across Government
- Broad and changing audience plus limited connection points
- Ever-changing priorities

Key Opportunities

- Skilled and dedicated staff
- Emerging tech supports delivery
- Integrated delivery opportunities

Links to key guiding documents

The key guiding documents for this Core Service Area are the **Local Land Services Business Strategies**. We have mapped our Programs to these strategies (reference numbers are noted in the table on the following page):

1. Customer Service Strategy
2. Business Improvement Strategy
3. Innovation and Business Sustainability Strategy
4. Board Charter
5. People and Culture Strategy
6. Aboriginal Engagement Strategy
7. Stakeholder Engagement Strategy

Strategic direction for Business Enablers in the Murray Region 2021 – 2026

| | | | | | |
|----------------------------|---|---|---|--|--|
| AIM | Murray LLS is a capable, high-performing and respected organisation delivering value for our customers | | | | |
| MEASURES OF SUCCESS | <ul style="list-style-type: none"> Customer value and experience Total Partner Experience Employment opportunities created for Aboriginal people | | | <ul style="list-style-type: none"> Performance in internal and external audits Compliance with financial controls & accounting standards % of audit recommendations actioned Murray LLS is a workplace of choice | |
| STRATEGIES | Build brand awareness and affinity to drive uplift in Share of Voice (SOV) | Deliver innovative social marketing and digital experiences to lift engagement and drive change | Build internal and external relationships to support delivery | Apply relevant policies, procedures, controls and systems within an adaptive framework to optimise business performance | Continue building a values-driven culture that puts people first |
| PRIORITY PROGRAMS* | Brand Affinity (7) | | | Governance and Strategy (4) | |
| | Innovative Engagement (7) | | | Business Administration and Innovation (2, 3) | |
| | Partnerships and Connections (7) | | | Quality Customer Service (1) | |
| | Aboriginal Culture and Communities (6) | | | People, Safety and Culture (5) | |
| KEY PROGRAM METRICS | <ul style="list-style-type: none"> Number and value of activities to support Aboriginal Culture and Communities Number of community groups supported and number of participants Number of stakeholder partnerships, number of projects, and number of participants Number of awareness raising events/capacity building events, including number of participants Media favourability Stakeholder satisfaction score | | | <ul style="list-style-type: none"> Number of opportunities for people to support LLS decision making, including number of participants Annual land and stock return statistics Complaints and feedback Number of 1:1 landholder advice consultations Customer satisfaction score Net Promoter Score Workplace Health and Safety statistics People Matter Employee Survey results | |

* numbers in parentheses indicate the linkage to our key guiding document for this Core Service Area.

Governing, Tracking & Sharing our Progress

Different levels within our organisation have responsibility and authority to develop, approve, deliver and monitor the suite of plans within our planning framework, as specified in the Local Land Services Act, our Instruments of Delegation, the LLS Board Charter and other Departmental Policies and Procedures. Governance arrangements for our planning framework are shown below.

| Plan Type | Accountability holder | Responsibilities |
|-----------------------------------|--|--|
| Local Strategic Plan (LSP) | Murray Local Board | <ul style="list-style-type: none"> • Provide guidance on plan development • Endorse the plan for Ministerial approval • Track implementation • Communicate progress • Conduct mid-term and final reviews • Participate in relevant audits |
| Regional Strategies | Murray Local Board | <ul style="list-style-type: none"> • Approve plans for implementation • Participate in annual scans of emerging issues and opportunities • Conduct end-of-term review |
| | Murray Executive Team (MET): <ul style="list-style-type: none"> • General Manager (GM) • Manager, Financial Services • Manager, Biosecurity and Emergency Services • Manager, Land Services | <ul style="list-style-type: none"> • Oversee development • Ensure adequate resourcing is provided to support delivery • Track implementation • Communicate progress |
| Operational-level Plans | Various, according to instruments of delegation and/or any overriding charters implemented at the state level, but accountability will mostly sit with : <ul style="list-style-type: none"> • Team Leaders • MET or • GM (less frequently with the Executive Director of Regional Operations or the LLS Chief Executive Officer). | <ul style="list-style-type: none"> • Oversee the development of an appropriate portfolio of work to give effect to the Regional Strategies • Approve plans and variations within delegated authority • Allocate resources within delegated authority to support delivery • Track implementation • Ensure that regular review and improvement cycles are conducted • Communicate progress • Ensure corporate value, transparency and accountability are maintained by adherence to departmental policies and procedures, and appropriate use of business systems |
| Annual Business Plan | Murray Local Board | <ul style="list-style-type: none"> • Approve plan and variations • Track implementation of strategic matters • Oversee audits and performance reviews |
| | General Manager | <ul style="list-style-type: none"> • Oversee plan development • Establish critical review triggers or timelines • Track implementation of operational matters • Communicate progress |
| | LLS Chief Executive Officer (CEO) | <ul style="list-style-type: none"> • Track achievement of state metrics |

In order to determine whether we are delivering our Local Strategic Plan effectively, and to support its adaptation and continual improvement, we will need to establish systems and processes to track, report and learn from implementation at all levels in our planning framework.

The table below summarises how we will do this.

| Plan Type | What | When | How | Who will track | Who will collate | Report to |
|-----------------------------------|---|----------------|--------------------------|----------------------------|-------------------------------|--------------------------|
| Local Strategic Plan (LSP) | | | | | | |
| | Measures of Success | Every 2 months | Dashboard | Team Leaders, Managers, GM | Executive Assistant to GM | Board |
| Regional Strategies | | | | | | |
| | Budgets, Milestones, Program metrics | Every month | Spreadsheets / Dashboard | Team Leaders | Manager, Financial Services | MET |
| Operational Plans | | | | | | |
| PDPs | % approved, % reviewed, inclusion of specific actions | Every 6 months | Spreadsheets / PageUp | Team Leaders | Business Services Coordinator | MET |
| Projects | Milestones, budgets, state-wide metrics (pg 29) | Every month | IRIS/ MyLLS | Project Managers | Project Managers | Team Leaders |
| Unit Operations Plans | Milestones, budgets, state-wide metrics (pg 29) | Every 2 months | Various | Team Leaders | Team Leaders | Relevant Manager |
| Annual Business Plan | | | | | | |
| | Aggregated regional and state metrics | Every 2 months | Interactive template | MET | Regional MERI Officer | GM, Local Board, LLS CEO |

Similar systems and processes will be built into every plan we develop to ensure that we are tracking, learning from, communicating and improving our performance at all levels in our planning framework.

Additional tools will be developed and maintained by our Strategy and Improvement team to assist in managing our annual cycle of plan development, approval, tracking and reporting, including:

- Planning register and annual calendar
- Reporting register and annual calendar

Overview of the 32 state-wide reporting metrics and the LLS core service(s) they relate to.

TSR = Travelling Stock Reserves, EM = Emergency Management; AHW = Animal Health and Welfare; PH = Plant Health; NRM = Natural Resource Management; NVM = Native Vegetation Management; PP = Primary Production

| Delivery Metrics | TSR | EM | Weeds | Pests | AHW | PH | NRM | NVM | PP |
|---|-----|----|-------|-------|-----|----|-----|-----|----|
| Revenue raised from TSRs | | | | | | | | | |
| Area (ha) of TSRs actively managed | | | | | | | | | |
| Number of regional TSR plans developed | | | | | | | | | |
| Number of permits issued for TSRs and total stock number by class | | | | | | | | | |
| Area (ha) of pest control (vertebrates) * | | | | | | | | | |
| Area (ha) of pest control (invertebrates) * | | | | | | | | | |
| Area (ha) managed for improved agricultural production | | | | | | | | | |
| Area (ha) of weed management * | | | | | | | | | |
| Number of projects undertaken to protect Aboriginal Cultural Heritage or Traditional Ecological Knowledge | | | | | | | | | |
| Area (ha) of native revegetation | | | | | | | | | |
| Number of agreements | | | | | | | | | |
| Area (ha) of native vegetation enhanced, rehabilitated or protected * | | | | | | | | | |
| Stream length (km) river/estuary enhanced, rehabilitated or protected * | | | | | | | | | |
| Area (ha) of wetlands enhanced, rehabilitated or protected * | | | | | | | | | |
| Area (ha) of land managed for improved soil condition * | | | | | | | | | |
| Area (ha) of threatened species, populations or ecological communities enhanced, rehabilitated or protected * | | | | | | | | | |
| Number of emergency preparatory exercises delivered per year * | | | | | | | | | |
| Number of EM events | | | | | | | | | |
| Number of staff trained in emergency management | | | | | | | | | |
| Number of investigations for animal health/ number of animal disease surveillance investigations * | | | | | | | | | |
| Number of animal welfare investigations | | | | | | | | | |
| Number of residue investigations | | | | | | | | | |
| Number of investigations for plant pests/disease | | | | | | | | | |
| Number of (native vegetation clearing) notifications * | | | | | | | | | |
| Number of (native vegetation clearing) certificates issued * | | | | | | | | | |
| Area (ha) of set asides * | | | | | | | | | |
| Number of private native forestry plan approvals * | | | | | | | | | |
| Area (ha) of licensed PNF * | | | | | | | | | |
| Customer Metrics | TSR | EM | Weeds | Pests | AHW | PH | NRM | NVM | PP |
| Number of opportunities for people to support LLS decision making, including number of participants | | | | | | | | | |
| Number of 1:1 advice consultations | | | | | | | | | |
| Number of community groups supported and number of participants | | | | | | | | | |
| Number of stakeholder partnerships, number of projects, and number of participants | | | | | | | | | |
| Number of awareness raising events/capacity building events, including number of participants * | | | | | | | | | |
| Number of training events, including number of participants * | | | | | | | | | |
| LLS customer satisfaction score * | | | | | | | | | |

* indicates metrics that are also DRNSW Program Performance Measures

Abbreviations

| | | | |
|-------------|--------------------------------------|-----------------|---|
| ACAG | Aboriginal Community Advisory Group | LSP | Local Strategic Plan |
| AES | Aboriginal Engagement Strategy | MERI | Monitoring, evaluation, reporting and improvement |
| BAU | Business as usual | MET | Murray Executive Team |
| BP | Business Plan | NRM | Natural resource management |
| CAG | Community Advisory Group | NSW | New South Wales |
| CSA | Core Service Area | PDP | Performance and Development Plan |
| CSF | Critical Success Factors | RD&E | Research, Development and Extension |
| DPI | NSW Department of Primary Industries | TL | Team Leader |
| EM | Emergency Management | TO | Traditional Owner |
| GM | General Manager | TSR | Travelling stock reserve |
| KPIs | Key performance indicators | WH&S | Workplace health and safety |
| LCAG | Local Community Advisory Group | | |
| LLS | Local Land Services | | |



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