

*Local Land Services*

**Annual Report**

**2020-21**



**Local Land  
Services**



**Local Land  
Services**

Local Land Services is jointly funded through the NSW Government, the Australian Government's National Landcare Program and rural ratepayers of NSW. Further information on our funding can be found on page 64.

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### **Photography**

All photography contained in this report has been taken over time and accounts for why masks may not always be present.

### **Disclaimer**

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

Local Land Services acknowledges the Traditional Custodians of the land and pays respect to Elders past, present and future. We also recognise the unique, diverse and enduring cultures of Aboriginal people and communities in NSW.

Obligations to care for Country remain integral to Aboriginal and Torres Strait Islander lore, identity, culture and social and emotional well-being. The way in which traditional lands are being managed is of great interest to First Nations communities and Local Land Services understands that Aboriginal and Torres Strait Islander peoples have a significant contribution to make in relation to land management in NSW.

First Nations peoples hold special knowledge and rights regarding the management of land and its resources. Aboriginal peoples occupied all areas of NSW with evidence including camp-sites, scarred and carved trees, rock shelters, grinding grooves, rock art, and ceremonial and burial areas present across all landscapes.

Cultural values across NSW may also relate to natural resources such as native bush medicines, foods and tradeable goods including ochre and stone suitable for tool making. Song-lines, storylines and intellectual property concerning traditional knowledge are also acknowledged. NSW holds many Aboriginal cultural heritage values, and the preservation and management of these values are best determined by the Traditional Custodians of Country.



Local Land  
Services

**The Hon. Adam Marshall**

Minister for Agriculture

Minister for Western NSW

52 Martin Place

Sydney NSW 2000

Dear Minister Marshall

**Submission of Local Land Services 2020-21 Annual Report**

In accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the Government Sector Finance Act 2018, and the Regulations under these Acts, I am pleased to submit to you the 2020-21 Annual Report of Local Land Services for presentation to the Parliament of NSW.

The Local Land Services Annual Report outlines the achievements and challenges for the 2020-21 financial year in the context of the organisation's strategic priorities and responsibilities, and against our State Strategic Plan. These achievements were made possible by the expertise and commitment of our staff and the leadership and direction of our boards.

Yours sincerely

**David Witherdin**

Chief Executive Officer

Local Land Services

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# A message from our Chief Executive Officer and Chair of the Board

On behalf of the Local Land Services Agency, we are pleased to present our annual report for 2020-21, which provides a complete overview of our highlights and achievements.

With COVID-19 having such a significant impact on our daily lives, it is easy to forget that some communities are still recovering from the devastating 2019-20 bushfires, not to mention the widespread flooding that destroyed homes and livelihoods from the North Coast to Greater Sydney in March 2021.

As part of the Agriculture and Animal Services Functional Area (AASFA) flood response that was activated to assist NSW State Emergency Services (SES), Local Land Services proudly provided 76 per cent of AASFA personnel, and we were involved in 527 requests for assistance ranging from emergency fodder, disposal of carcasses and animal health assessment.

As our emergency flood work moved into the recovery phase, our staff were the boots on the ground to assist landholders with speciality advice on everything from horse and livestock care post flood to pasture management, cropping information, soil health and more.

Animal and plant pests and diseases were also high on the agenda with Local Land Services staff called to assist with khapra beetle, serpentine leaf miner and fall armyworm incursions as well as mice, plague locust and pasture dieback.

Thanks to funding from the state and federal governments, we conducted extensive pest animal management on 49,932,515 ha across the state, an area that covers over two-thirds of NSW and represented a 6.5 per cent increase from the 2019-20 campaign.

Of course, all of this on ground work was delivered during a period of great upheaval as our state went in and out of lockdown. We continue to marvel at the willingness of Local Land Service staff to diversify and explore new ways to do things, and we are immensely proud of the seamless ways our organisation delivered contactless service during the height of the pandemic.

To protect and support our staff, we introduced flexible working conditions and launched a new employee assistance program. We also began a comprehensive \$5.1M upgrade of office facilities and other customer-focused infrastructure at high-priority locations across the state. The upgrade program aligns with the NSW Government's commitment to connected workplaces and Premier's Priority to put the customer at the centre of all we do. All sites include facilities for agile working, which provide greater flexibility and efficiency for staff. In this financial year, we opened new facilities in Dubbo, Broken Hill, and Quirindi.



Our 2020-2030 State Strategic Plan and the 11 Local Strategic Plans that underpin it, were developed in consultation with our customers and industry partners and demonstrate how we will provide support and deliver services necessary to overcome any challenges and make the most of opportunities.

The continuing strength of the Local Land Services brand and our strong regional footprint ensured we achieved high levels of engagement with our strategic planning process including 232 contributions, 16 submissions and 11 ideas towards local plans. Utilising the NSW Government's "Have Your Say" platform, our engagement rates exceeded the government's own standard of ten per cent, reaching 16 per cent for the four-week exhibition period.

Of course, we recognise that we cannot deliver this vision on our own. We will continue to work with our customers and collaborate with other government agencies, our funding partners and Aboriginal communities. This is a key emphasis in our new State Strategic Plan and evident from the customer service, Aboriginal and stakeholder engagement strategies embedded in our actions and measures.

As we reflect upon the key highlights captured in the report, we look forward to the coming year bolstered by the lessons we have learned, and the support we have received from the senior executive team, our local boards and Local Land Services staff around the state.



David Witherdin  
Chief Executive Officer  
Local Land Services



Alison Harker  
Acting Chair  
Local Land Services

# Our value

We helped protect **63,634 ha** of native vegetation through rehabilitation and enhancement.  
Value created: \$325,869,714

We actively managed **535,458 ha** of TSRs for biodiversity conservation, Indigenous culture and recreation.  
Value created: \$6,820,356

**113,965 ha** of significant species and endangered ecological communities were enhanced, rehabilitated and protected.  
Value created: \$582,817,010

We protected **33,187,940 ha** of land against pest animals through coordinated baiting programs.  
Value created: \$11,945,214

Our staff helped grow and protect **398 kms** of rivers and estuaries through rehabilitation, enhancement and protection.  
Value created: \$62,434,260

More than **1,565,182 ha** of land was managed for improved agricultural production.  
Value created: \$78,259,100

**2,830 ha** of wetlands through rehabilitation and enhancement.  
Value created: \$62,129,820

Our staff conducted **1598** plant pest / disease investigations

We connected **10,325** land managers with advice and networks at **675** training events across the state

Over **814,784 ha** of land was protected against priority weeds.

Our vets and biosecurity officers conducted **3,446 on-farm disease investigations**.  
Value created: \$310,570,750

There were **169 projects** undertaken to protect Aboriginal cultural heritage or ecological communities

We improved the soil condition on more than **210,738 ha**  
Value created: \$12,012,066

We connected with **125,122 landholders** to provide one on one advice

There were **645 agreements** with landholders that helped native vegetation enhancement, rehabilitation and protection

A man with a beard and mustache, wearing a yellow high-visibility shirt and dark blue pants, is crouching in a cornfield. He is smiling and looking towards the camera. The background is filled with tall green corn plants under a clear blue sky. A semi-transparent white circle is overlaid on the top right of the image, containing the text 'About' in a blue script font and 'Local Land Services' in a blue sans-serif font below it.

*About*

**Local Land Services**

# Who we are

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

We have over 1,000 staff in more than 90 locations around NSW. Our experienced on-ground officers have a great depth of knowledge about the land, conditions and people of the communities they work in. Staff connect landholders and the community with knowledge, advice, information, training and networking opportunities. This support helps landholders grow their capacity to make better informed decisions to balance production, profit and sustainability.

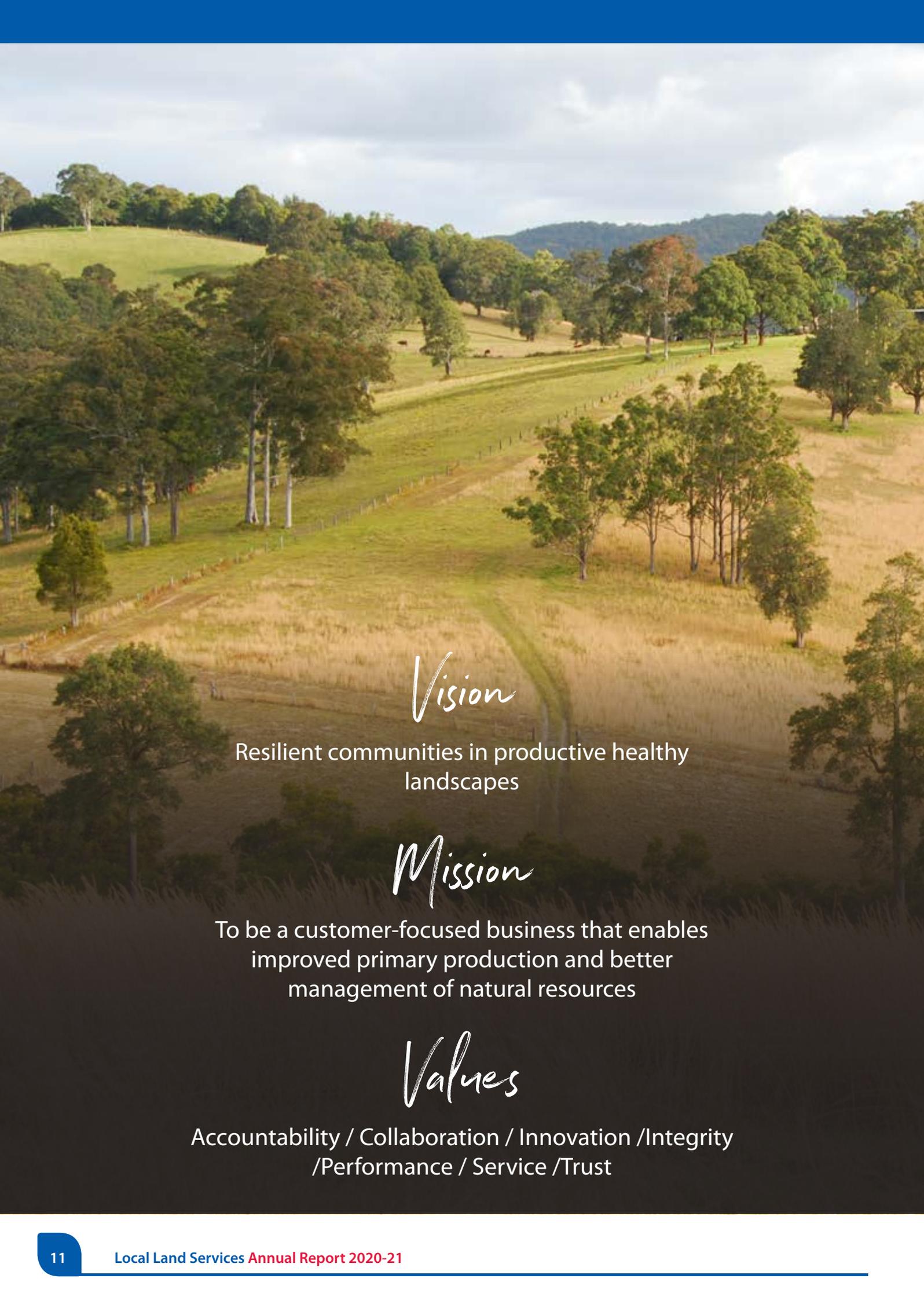
We also contribute to the growth of farm productivity by offering certification that livestock and livestock products are free of disease and residues. This is essential for continued and competitive access to domestic and international markets.

Another key function of ours is to increase community understanding of biodiversity, land stewardship and the importance of healthy and resilient ecosystems. We partner with landholders, communities and funding bodies to implement on-ground projects that have real outcomes for the environment, economy and community.

Our regional teams work closely with landholders and the community to ensure everyone is playing a part in protecting NSW against biosecurity threats. These teams work closely with people on the ground to protect against pest plant and emergency animal diseases, while connecting them with up-to-date technical advice and frontline services, including stock inspections and disease screening. The programs run by us help landholders manage pest animals and invasive weeds on their properties which not only protects their business but native habitats of threatened species as well.

We also provide support in times of emergency. Working alongside the NSW Department of Primary Industries and other partners, Local Land Services has a responsibility to support primary industries in times of emergency such as drought, bushfires and floods or in the event of a biosecurity outbreak involving plants, animals and pest insects.





## *Vision*

Resilient communities in productive healthy landscapes

## *Mission*

To be a customer-focused business that enables improved primary production and better management of natural resources

## *Values*

Accountability / Collaboration / Innovation / Integrity  
/Performance / Service /Trust

# What we do

Local Land Services works with customers, stakeholders and investors to:

**Enable** - we provide resources, incentives, training, information and advice to build the capacity of our customers and stakeholders.

**Provide assurance** - we actively work to protect NSW from invasive animal and plant species, and live-stock and plant diseases that may damage landscapes and production.

**Manage natural resources** - we work with communities to better manage our water, land, soil, vegetation, biodiversity and cultural heritage. This includes managing travelling stock reserves and areas of significance to Aboriginal communities.

**Broker relationships** - we are a bridging organisation, connecting people, organisations, funding and information and facilitating productive collaborations and partnerships.

**Share knowledge** - we provide a hub for the latest scientific and other forms of knowledge about fully functioning and productive landscapes in NSW.

**Play our part** - we work with other agencies to achieve whole of government results for the landscapes and people of NSW.

## Core services

<p>Travelling Stock Reserves</p> 	<p>Conservation and restoration of natural and cultural resources</p> 	<p>Land Management, Native Vegetation and Private Native Forestry</p> 	<p>Productive, profitable and sustainable agriculture</p> 
<p>Animal biosecurity and welfare</p> 	<p>Plant biosecurity</p> 	<p>Invasive species</p> 	<p>Emergency management</p> 

# Our strategic approach

In December 2020, the Minister for Agriculture and Western NSW signed off on our 2020-30 State Strategic Plan. This new plan is deliberately high level and clearly articulates our priorities to ensure we can report outcomes succinctly.

Over the next 10 years, innovation and emerging technologies to drive the future of agriculture will be a focus for Local Land Services. Rapid advancements in technology and how they affect our industries, and our ability to improve service delivery, is significant to our future direction. We will foster innovation and adopt new ways to do business to optimise our performance.

Recognising our people is our greatest strength and a key focus of this plan. Local Land Services has built a strong reputation of working professionally and collaboratively with industry, across government and on ground with our customers to achieve respect, trust and common goals. A commitment to stakeholder engagement is widely acknowledged as key to our future success.

## Revitalising local strategic plans

Every five years, Local Strategic Plans for each of our 11 regions are updated to ensure our customers will receive effective, regionally specific support.

In May 2021, we embarked on an extensive consultation process anchored in the use of the NSW Government's "Have Your Say" portal. Over 2,200 people engaged with us providing feedback, new ideas and responses to a priorities survey.

Nestled under the State Strategic Plan, the new regional plans outline the way we do business. They set out how we make decisions locally and how we deliver value-for-money services, based on the needs of our customers, stakeholders and investors.

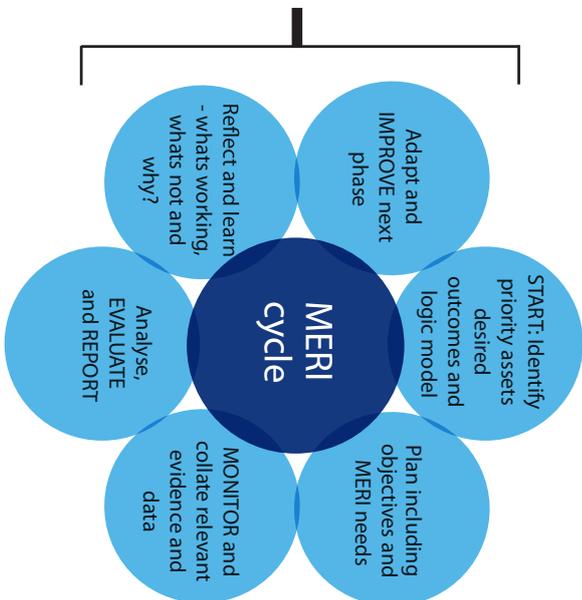
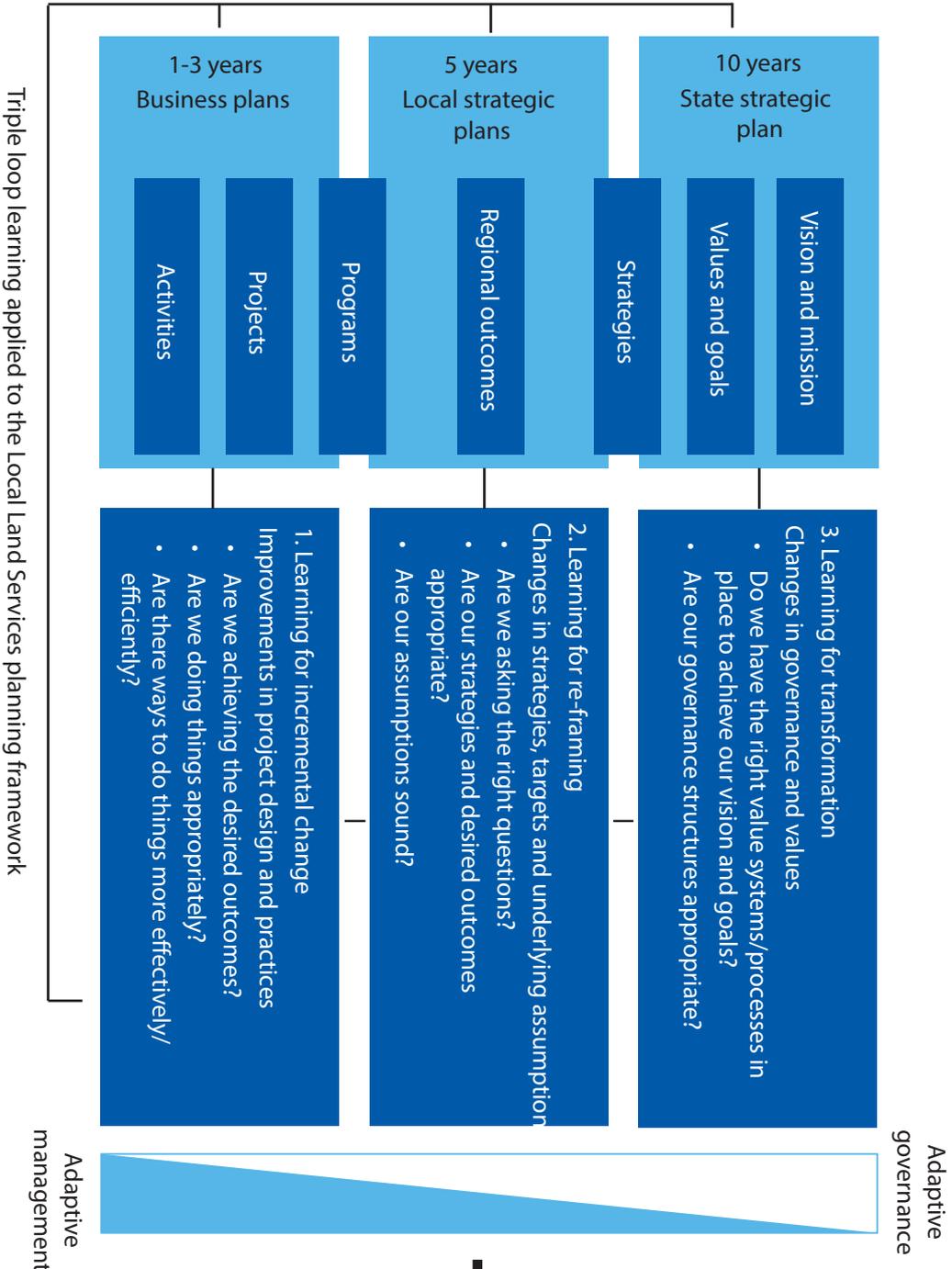
## Measuring our success

To ensure consistent reporting across the Agency, state-wide metrics exist for all key performance reporting modules. This data informs our decision-making and resourcing, and supports the performance measures set-out in the NSW Treasury Outcome Budgeting Policy reports and on the Department of Regional NSW outcomes.

There are 44 statewide metrics:

- 32 of these relate to on-ground delivery e.g. hectares of pest control; hectares of revegetation; number of land management certificates issued; and number of animal surveillance investigations. 12 of these are customer metrics e.g. number of awareness and training events; participants at events; number of groups supported; and number of partnerships.
- Local Land Services fosters a culture of continuous improvement achieved through adapting plans based on key learnings. The following diagram outlines the triple learning loop that is embedded in the Local Land Services planning framework to deliver ongoing strategic planning as the organisation evolves.

# Our learning and improving culture



# Local Land Services State Strategic Plan 2020-2030

Vision -Vibrant communities in productive healthy landscapes

State Outcome Indicator - Enhanced management and productivity of NSW land



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



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



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



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

## OUR STRATEGIES

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

### SERVICES

#### Service Delivery Strategy

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

#### Innovation, Improvement and Business Sustainability Strategy

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

#### Local Strategic Plans

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

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

### ENGAGEMENT

#### Customer Service Strategy

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

#### Aboriginal Engagement Strategy

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

#### Stakeholder Engagement Strategy

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

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

### ORGANISATION

#### Business Improvement Strategy

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

✓ Net Cost of Service met

#### People and Culture Strategy

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

✓ Staff engagement is maintained

We provide services and products to achieve integrated outcomes across landscapes

#### LANDSCAPE MANAGEMENT

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

#### BIOSECURITY

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

#### EMERGENCY MANAGEMENT

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

#### PRIMARY PRODUCTION

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

## LOCAL STRATEGIC PLANS

# Connecting to Country

Local Land Services has a vision for vibrant communities in productive, healthy landscapes and believe that meaningful engagement with Aboriginal people is a key part of achieving this vision.

First Nations peoples have practised sustainable natural resource management to care for flora, fauna, and biodiversity for thousands of years.

As an organisation responsible for engaging local communities in landscape management, we believe this creates unique opportunities for us to work and walk together with Aboriginal people and other Australians.

Having a workplace that embraces and promotes this mutual respect is key to meaningful Aboriginal engagement, which is why we embarked on developing an organisation-wide cultural training program. The first stage of this milestone Aboriginal cultural competency training pathway was building an interactive, online training module to guide participants through a range of cultural protocols, such as how to address community elders and to suitably acknowledge Aboriginal country.

Fully developed by Local Land Services in consultation with our Aboriginal communities officers, this course was successfully launched in May 2021 and has already helped hundreds of staff gain a deeper respect for Aboriginal people and their belief systems.

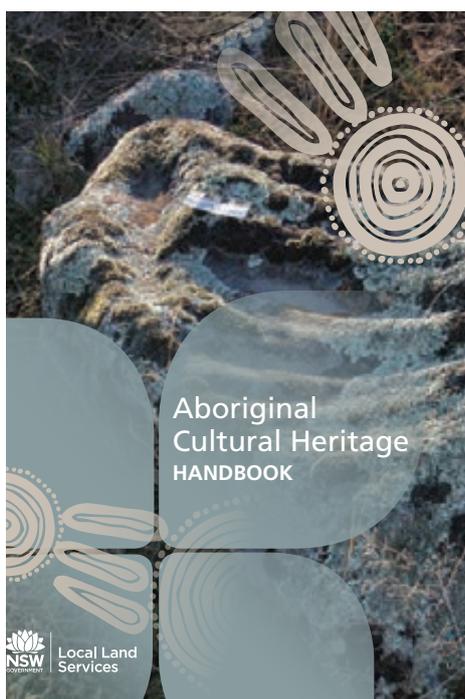
The training has also become a key steppingstone to building staff confidence, helping them to participate in Aboriginal community events and engage with Aboriginal staff and community members.

Since stage one was launched, 60 per cent of our staff have completed the online training module and it is now a part of the mandatory training for all Department of Regional NSW staff. So far, 33 per cent of all department staff have completed the course.

Stage two is also being developed, see staff trained on their their legislative responsibilities and due diligence around cultural heritage, as well how to properly identify, record and protect Aboriginal sites and objects.

The development of this training pathway was a key outcome of the Local Land Services Aboriginal Engagement Strategy, which was launched in September 2020.

Another milestone in our Aboriginal engagement work, the strategy provides an action-oriented approach to enrich relationships, enhance respect, and identifying opportunities for co-design between Aboriginal people and communities and Local Land Services.



While it was only launched in 2020, the strategy's key principles are already being implemented by field staff across NSW.

In June 2021, we launched Australia's first cultural burning training program in the Hunter region and are supporting Tocal College to develop a Certificate III, IV and diploma in conservation and ecosystem management, cultural burning, in partnership with Firesticks Alliance.

The course delved into Aboriginal fire knowledge practices and western science, to understand the positive ecological impacts of cultural burning and Aboriginal land management practices focussing on Traditional fire management practices and techniques.

Importantly, the course was developed by working with Traditional owners and Local Aboriginal Land Councils, which allowed the students to work on Country.

In the initial pilot, there were 30 students enrolled, who came from a diverse range of employment and community backgrounds.

They were able to experience a series of burns held on different types of land tenures from travelling stock reserves to privately held properties, teaching them how to apply the correct fire knowledge to specific types of vegetation to achieve the best outcomes for the landscape.

It is hoped the course will become the model for teaching cultural burning knowledge in a formal land management capacity across Australia, and will have a range of land management benefits, including reducing weed infestations, protecting habitat for native animals, and promoting resilient landscapes. However, the major outcome of the course was to provide opportunities for connection to Country for local Aboriginal students and communities, and the opportunity to share cultural knowledge on caring for Country.

We will continue to explore opportunities to support Aboriginal people to care for Country, share traditional land management and ecological knowledge, and help protect and strengthen Aboriginal cultural heritage.



# Our Performance



# Landscape management highlights

## Travelling stock reserves

- In 2020-21, we actively managed 535,458 ha of travelling stock reserves (TSR) for biodiversity conservation, Indigenous culture and recreation.
- Management agreement permits (previously known as long-term grazing permits) were introduced as part of our commitment to ensuring agricultural, environmental, cultural and the social values of the state's TSR network are preserved.
- A service level agreement for apiary sites on public land between Local Land Services, NSW Department of Primary Industries, National Parks and Wildlife Service and Forestry NSW was delivered.
- With input from landholders, regional TSR business plans were delivered and published on our website.
- A TSR compliance strategy and policy was drafted including a revision of the Drover's Code of Conduct, authorised officers training and communication and engagement materials.
- With funding from the NSW Environmental Trust, our Northern Tablelands team boosted the ecological value of several TSRs in their region by re-establishing over 1,000 local native species from the Ribbon Gum Endangered Ecological Community, and installing koala drinking stations and nesting boxes for small mammals and birds.
- In the North West, five large windmills in the Warialda district were converted to solar powered submersible pumps to provide a safer and more reliable source of stock water.
- Traditional burns were coordinated on several TSRs across the state, and weed management was a priority in 2020-21 because of seasonal conditions.
- KPMG were appointed to undertake an economic analysis to calculate existing capital and operating costs and forecast future expenditure required to administer our TSR program.

## *A regional case study*

A travelling stock reserve (TSR) near Molong has played an important part in protecting Aboriginal cultural heritage and connecting local Aboriginal communities to Country.

Following extensive consultation in 2020-21 with several Aboriginal organisations and together with La Trobe University, we conducted research to help reveal insights into traditional Wiradjuri funeral practices. As a part of this project, the La Trobe archaeology team conducted ground penetrating radar studies to locate burial sites, focusing initially on an area surrounding a carved tree, believed to mark the grave of a highly respected Aboriginal man.

In a massive collaborative effort that involved Heritage NSW and Orange Local Aboriginal Land Council, we assisted with the repatriation of an Aboriginal ancestor to the local Aboriginal community and subsequent burial at the same TSR.

Demonstrating that Aboriginal cultural heritage and western farming practices can co-exist, these projects have been undertaken whilst the TSR has continued to be leased to a local landholder for many years. Small sections of the TSR were fenced off to protect and preserve special sites, while the remainder of the reserve is continued to be used for grazing stock.



## Land management

- Since the Land Management Code commenced on 25 August 2017, we have issued over 1034 certifications, received and logged around 829 notifications, and facilitated 13,181 requests for advice.
- The total authorised treatment areas for certificates and notifications since 25 August 2017 is 661,448 ha, of which 550,572 ha (83 per cent) is invasive native scrub (INS).
- To further streamline and improve land management services within Local Land Services, an independent review of business processes was undertaken to identify practical, operational improvements that will be delivered in a staged roll-out in 2021-22.

## Native vegetation and private native forestry

- During 2020-21, we received 348 new applications and processed a total of 364 private native forestry (PNF) approvals (288 new PNF plans, 76 PNF plan variations) and 30 PNF plan terminations.
- We partnered with the North East NSW Forestry Hub to deliver a series of six introductory field days to landholders to help build a better understanding of private native forestry and introduce the PNF framework.
- In June 2021, the first three PNF field days were held at Grafton, Wauchope and Kyogle, with 62 participants attending across the three field days. Landholder feedback has been highly positive, with eighty eight per cent of participants more likely to undertake active forest management because of their participation.

## Natural resource management

- Before the close of the financial year, our Natural Resource Management Statewide Advisory Group (SWAG) delivered a natural resource management framework that will reshape how we deliver services to meet the challenges and opportunities of the future.
- We delivered our 2020-21 Catchment Action Annual Business Plan that describes the 34 soils, terrestrial and aquatic ecosystems, and significant species projects to be delivered across the state to the value of \$11.8M.
- South East, Hunter and North Coast regions submitted funding proposals to continue delivering Marine Estate Management Strategy sub-actions until 2027-28.
- In early 2021, the NSW Environmental Trust awarded us \$9M river connections grant to a consortium led by Murray Local Land Services to deliver their "Refreshing River Management" project.
- North Coast Local Land Services secured an additional \$7.1M in Australian Government funding to deliver NRM programs relating to koala habitat conservation, bushfire recovery, rodent eradication on Lord Howe Island, and bush habitat restoration for six river systems.

The highlights from the 2020-21 Catchment Action Plan can be seen below:



## A regional case studies

During the height of the drought, several koalas established themselves in the trees at Delungra Primary School, as well as around the perimeter. With the school becoming an important koala release point, interest amongst students grew and they contacted our team in the Northern Tablelands for advice on habitat restoration.

Ivan Lackay oversees our Northern Tableland Seed Bank, which was initiated to supply the region with viable seed of local provenance for revegetation and restoration activities. He was asked to educate the students about seed collection and propagation, with the aim of providing tube stock to students and the wider community to plant locally.

As well as his seed bank experience, Ivan was delighted to be able to share his knowledge of the koala as the local Aboriginal totem for the region. As an Aboriginal man, he enjoyed expanding on the Aboriginal cultural heritage components of the project with the students.



Another great regional example of natural resource management was seen in the Riverina with our staff working across nine properties to protect and enhance 176 ha of endangered woodland, as well as working with the Brungle Tumut Local Aboriginal Land Council to undertake the first cultural burn in the region since European contact.

This work targeted the Coolac-Tumut Serpentine Shrubby Woodland – home to a rare collection of native plants and animals and found only on the south west slopes of NSW.

Riverina Local Land Services worked closely with the Department of Planning, Industry and the Environment to complete vegetation surveys before on ground works commenced.



## Soil Conservation highlights

- Our Soil Conservation Service (SCS) delivered 652 projects in 2020-21 generating \$48.5M in revenue.
- The service generated a +86 net promoter score with their customers whilst maintaining a seventy five per cent staff engagement score in the annual People Matter Employee Survey.
- External Quality Audits for the Soil Conservation Service Integrated Management System were completed in August 2020 with the service achieving accreditation against ISO 45001:2018 Work Health and Safety Management System, ISO 14001:2015 Environmental Management System and ISO 9001:2015 Quality Management System with no major non-conformances.

# Biosecurity highlights

## Plant biosecurity

- Khapra beetle was detected in August 2020 and we provided assistance with inspections and surveillance.
- This year, pasture dieback became a significant biosecurity issue for the North Coast with our staff providing training and advice to landholders with a focus on proactive monitoring.
- After fall armyworm was detected across NSW and as far south as the Riverina, our staff actively engaged with landholders calling for producers to monitor crops for damage.
- We supported surveillance efforts of a surviving population of yellow crazy ants in Lismore and continued baiting in affected areas.
- Our staff were actively involved in the emergency management response for Serpentine Leaf Miner (SLM) as highlighted in the emergency management section of this report.
- Our plant biosecurity state-wide advisory group (SWAG) developed a draft plant biosecurity action plan in collaboration with NSW Department of Primary Industries to define priority surveillance and extension activities for us into the future.

### *A regional case study*

Greater Sydney Local Land Services launched a new online surveillance e-learning series to raise awareness and upskill the community and people working in frontline industries in the identification, risk, reporting and management of exotic (or non-native) pests and diseases.

Many overseas pests and diseases have no natural enemies in Australia and in the right conditions, could easily take over, significantly impacting agricultural production, trade access, our natural environment and way of life. Since 2016, the team in Greater Sydney has led face-to-face training in partnership with NSW Department of Primary Industries and the Commonwealth Department of Agriculture, Water and Environment.

The recent rise in new exotic incursions in Sydney including cane toads, racoons, red-eared slider turtles, serpentine leaf miner and more, saw the team develop the new online training series to connect a broader audience to the importance of reducing the risk.

The e-learning modules feature known overseas and interstate pests that are recognised as having high damage potential to industries if they were to become established in NSW and Australia. They are designed to build capacity among people working in freight, logistics, ports, the agricultural sectors as well as community groups such as Bushcare, Landcare, local gardening clubs and more.

Upon completion, participants are trained in the recognition, surveillance and reporting of cargo pests, priority exotic plant pests and new incursion species.



## Animal biosecurity and welfare

- In 2020-21, we recorded 3,446 disease surveillance investigations. There were also 56 animal welfare investigations where we were asked to provide expert advice to enforcement agencies, and 55 cases where we managed chemical contaminants in livestock. This work is all critical for maintaining livestock market access by ensuring safe and ethical livestock production.
- We provided support to private veterinarians with the latest information when *Ehrlichia canis*, a disease primarily found in dogs, spread by the brown dog tick, was detected in NSW.
- Australian Livestock and Property Agents (ALPA) industry workshops were delivered in Tamworth, Glen Innes, Dubbo, Forbes, Wagga

Wagga, Griffith, Bathurst, Albury, Deniliquin, and Moss Vale. Topics included the National Livestock Identification Scheme (NLIS), current livestock diseases and biosecurity and welfare.

- In March 2021, we hosted the annual District Vet's Conference in Broken Hill as part of our veterinarian professional development, and in keeping with the requirements of the Veterinary Practitioners Board.
- We continued our African Swine Fever preparedness including a pig biosecurity management planning (BMP) pilot whilst education workshops were hosted by our Greater Sydney and Central West teams.

### *A regional case study*

The diagnostic service our district vets provide is a core part of our overall disease surveillance strategy. These programs are designed to manage the risk of animal diseases and help producers maintain market access.

Throughout the last 12 months, virulent footrot has been prevalent throughout the Central Tablelands due to increased trading particularly through online methods, farm diversification, and seasonal conditions. Virulent footrot is a highly contagious notifiable disease affecting all classes of sheep, causing a significant impact on production.

Last year and across this region, our distinct vets worked through 32 footrot cases, taking an average of 100 hours per case. This equates to almost two team members working full time on footrot for the whole 12 months.

Our team worked with producers to develop eradication programs, undertake case tracing, and conduct release inspections. Through these activities we have been able to prevent the spread and help minimise adverse impacts to other producers and the industry as a whole.



## Plant and animal pest incursions

- With the assistance of funding from the Commonwealth National Landcare Program Bush Fire Recovery funds for emerging risks, we conducted control activities such as baiting, trapping, and shooting on 49,932,515 ha across the state, an area that covers over two-thirds of NSW –and a six point per cent increase from the 2019-20 campaign.
- Aerial baiting was a key component of this campaign, and saw 499,902 wild dog baits dropped over 21,345 km of bait lines, which in a straight line, would stretch over halfway around the globe.
- This is in addition to 501,409 wild dog baits, 494,977 fox baits and 36.37 tonnes of treated pig grain we supplied to landholders for ground baiting, as well as targeted aerial shooting campaigns.
- Over the course of the year, 14,610 landholders across the state participated in our coordinated control activities, an increase of 19 per cent from the 2019-20 campaign.
- The success of our online alternative to mandatory Vertebrate Pesticides Induction Training (VPIT) program was on show with 77 per cent of course participants opting to complete the training online in 2020-21.
- Our teams responded quickly to provide support to landholders, most notably in North Western NSW, when Australian Plague Locusts appeared in December 2020 and January 2021. We issued 1,075 litres of plague locust chemical to over 100 landholders across a three-month period, working with landholders to tackle plague locusts on their properties. A total of 288 plague locust reports were responded to in the Moree and Wyallda areas during the 2020-21 financial year.
- As mice numbers soared in pockets of NSW, we joined forces with the GRDC and CSIRO to deliver a series of mice management workshops.
- In September 2020, Weed Action Plan funding for 2020-21 was administered to Local Land Services to facilitate projects at the grassroots level.
- We supported efforts to bring awareness to parthenium weed including the hiring of a specialist detector dog in Palmvale near Murwillumbah.



## Regional case studies

Murray Local Land Services joined forces with a local environment group to remove up to 150 invasive predators from an important wetland north of Deniliquin.

A significant ecological site, the Wanganella Wetlands and its wildlife were being decimated by a fox population in the area, a matter noted by the Yanco Creek and Tributaries Advisory Council (YACTAC), whose members had observed baby swans at the site. YACTAC then approached us to help address the problem.

With the cooperation of neighbouring landholders, we undertook a major baiting campaign during late winter and early spring 2020, with almost 200 baits laid in and around the wetland itself, but crucially, also on neighbouring properties and a nearby travelling stock reserve.

Follow-up inspections revealed a bait take-up rate of about 80 per cent, equating to some 150 foxes removed from the area.

While controlling fox numbers on private land is vital in protecting stock animals, equally important is curbing their impact on significant ecological sites such as wetlands.

Such work is clearly of great benefit to the wildlife inhabitants of these areas, which include swans, broilgas and other wetland birds, which, along with frogs, turtles and small mammals, are too often the target of hungry foxes looking for prey.



Western Local Land Services used an innovative approach to control feral donkeys in the White Cliffs and Packsaddle areas, with the feral donkeys unwittingly bringing about their own downfall.

Teaming up with local landholders, we utilised the 'Judas' approach, which involved fitting GPS tracking collars to four female donkeys, who months later, acted as tracking beacons and lead authorities to larger populations of feral donkeys, which were then controlled through an aerial shoot.

Across three aerial programs, two of which were carried out in the 2020-21 financial year, 547 pest animals were controlled, 393 of which were feral donkeys.

The sustained decline in the number of feral donkeys controlled across the three aerial shoots, with 322 feral donkeys controlled in mid-2019, 50 in December 2020 and 21 in April 2021, demonstrates what Western Local Land Services and landholders are doing is working.

Following the aerial shoot in April 2021, local landholders have continued with ground control, with Western Local Land Services continuing to monitor populations and provide strategic advice. Feral donkeys are classified as a priority pest species in the Western Local Land Services region as they greatly impact on primary production, whether it be through grazing pressure, the destruction of fences and other infrastructure, or generally threatening a property's biosecurity.



# Emergency management highlights

- When a severe weather event caused significant flooding and damage in the North Coast, Hunter, Hawkesbury/Nepean and inland north western areas of NSW in mid-March 2021, the Agriculture and Animal Services Functional Area (AASFA) was activated to assist NSW State Emergency Services (SES). We supported this response by providing 76 per cent of personnel.
- As part of the AASFA flood response, we were involved in 527 requests for assistance ranging from requests for fodder, disposal of carcasses and animal assistance.
- The 2021-2022 NSW Department of Primary Industries / Local Land Services Emergency was developed and identifies high priority projects that we will work on together to improve our capacity and capability.
- As a result of Serpentine Leaf Miner (SLM) being identified in November 2020, an emergency response was activated with Local Land Services staff assisting in efforts to determine and manage the extent of the infestation.
- In November 2020, we participated in Exercise Piggyback to test NSW emergency management capabilities to respond to, and recover from, an outbreak of African Swine Fever.
- Several of our staff assisted NSW Health in the COVID-19 response with data management and contract tracing.
- Local Land Services staff assisted the Victorian response to avian influenza by remote working, in the local control centre and field operations.
- A total of 745 staff completed emergency management foundation training in 2020-21.
- We assisted NSW Department of Primary Industries respond to the detection of viral Ganglioneuritis in abalone stock in Sydney.
- We delivered training for more than 100 staff to safely undertake best practice locust management activities.



# Emergency management and recovery case studies

Hunter Local Land Services staff were on the frontline when major flooding impacted the Manning Great Lakes and parts of the Lower Hunter. More than 750 properties across the region were impacted by flooding, affecting livestock, pastures, infrastructure, homes and businesses.

The local dairy industry was particularly hard hit with huge losses of fodder supplies. Working with NSW Department of Primary Industries, our teams undertook the provision of emergency fodder, animal assessment and veterinary assistance, stock euthanasia and disposal, provided livestock feeding and management advice, and cared for animals in evacuation centres.

District Vets and agricultural extension staff provided ongoing support to producers for many months as they dealt with lasting health impacts on stock including flood mud scours, lameness and pneumonia and feed shortages from ruined pastures.

As we moved from the initial response phase, our team coordinated local recovery sessions and connected landholders with government recovery grants, and advice on property planning, agronomy, livestock health and land rehabilitation. The catchments team followed up more than 70 erosion enquiries.

In response to recent emergencies, North Coast Local Land Services launched their Stock Water Recovery project to grow the capacity of livestock owners to be more resilient in the face of future droughts and bushfires.

Livestock owners were supported with grants of up to \$10,000 to repair, replace and upgrade their stock water infrastructure. Grants could be spent on a range of works that improved water accessibility and availability for livestock whilst also increasing farm resilience to future bushfires and drought.

The project proved to be one of the most popular grant programs ever delivered by the North Coast team with over 700 applications received.

A total of 195 grants totalling \$1,662,445 were awarded with monies spent on maintaining 198 dams, installing 686 troughs and erecting 60,375 meters of fences as well as installing new dams, tanks, pumps, pipes, connections and fixings.

The project was funded through the NSW Government's Bushfire Stimulus Catchment Action NSW and North Coast Local Land Services.



# Primary production highlights

- We unveiled our 2021-2026 State Agricultural Services Framework which aligns key focus areas for Local Land Services against industry priorities, and it describes our role through business disruptors like drought, market failure and other emergencies.
- We provided input into the National Soils Strategy which has now been finalised and \$214 M committed by the federal government for its implementation.
- North Coast Local Land Services unveiled a new service to connect landowners to carbon farming opportunities and markets. The Northern NSW Biodiverse Carbon project focuses on large scale revegetation using the mixed native species environmental plantings carbon method.
- We worked with the southern and northern drought hubs, as a partner to assist in the establishment of the hubs and development of priorities.
- We connected 10,325 land managers with advice and networking opportunities at 675 training events across the state.
- Additionally, we hosted 1430 capacity building events attended by over 35,500 people.
- As part of more than 120 webinars produced in 2020-21, we presented a four-part series on successful silage for producers with excess feed.



## Regional case studies

The rapid progress and interest in digital agriculture inspired South East Local Land Services to launch "Farming Forecaster", a web-based application that brings together soil moisture, local weather, pasture production and livestock performance into a single platform. It was developed in partnership with local farming groups (Monaro Farming Systems, Tablelands Farming Systems and Bookham Ag Bureau), industry consultants, CSIRO and agriculture software company Square V.

Real-time soil moisture, soil temperature and rainfall data is fed into the website from 29 sites throughout the South East region. In addition to the measured field data, Farming Forecaster utilises leading-edge technology to provide information on current and future pasture availability, ground cover and livestock production data for the next four months on a risk basis. The website also provides a local weather forecast for each location based on a five sqkm grid.

This initiative means that graziers in the South East and Hunter regions can now see how rainfall events and changes in weather patterns affect soil moisture and future pasture production, with plans for further expansion into other Local Land Services regions in 2021-22.



In response to the pandemic, Central West and North West Local Land Services pivoted quickly to ensure they could continue to stay connected with customers through the introduction of online webinars.

In the Central West, the team delivered 10 webinars to more than 700 producers across the state including their highly successful 'Soil Carbon for Your Farm Business' series. This series focussed on soil carbon science, trading and accounting, and demonstrated that carbon can positively influence the sustainability of your farming enterprises while also diversifying the business through additional income streams.

North West Local Land Services delivered 21 webinars on topics including livestock health and nutrition, mice management, sheep genetics, pest animal damage, beneficial insects, pasture planning and management, grain storage and silage, maintaining production in the cattle industry and more on natural resource management. More than 1840 people registered for these events.

As part of a webinar series called "Check, Ready, Grow", the North West team also provided support and advice on establishing farm business goals, aspirations and how improving the condition of natural assets can strengthen an overall business.



# Major Projects



# Supporting our Neighbours Program

Claiming 26 lives, destroying almost 2,500 homes, and burning through 5.5M ha of land across NSW, the 2019-20 black summer was the worst bushfire season on record.

For many rural landholders, the road to recovery has been a long, winding journey after livestock perished, farming infrastructure was destroyed, and thousands of kilometres of fencing incinerated.

Rebuilding these boundary fences is often the first step towards recovery for fire-affected farmers.

To help kick-start this recovery process, the NSW Government launched the Supporting our Neighbours program, which was administered by Local Land Services.

Under the program, bushfire-affected rural landholders were eligible to receive up to \$5,000 per kilometre to help cover the cost of replacing damaged boundary fences adjoining public lands or \$10,000 per kilometre for exclusion fencing.

Between April 2020 and March 2021, we were able to provide more than \$40M to almost 3,500 landholders, which helped fund the re-construction of nearly 7,000 kms of fencing. In a straight line, all that fencing would stretch from Sydney to Perth, and back again.

Supporting landholders to rebuild these fences not only helped them get their operations back on track, but also provided a boost to local economies at a time when the impacts of the COVID-19 pandemic were first being felt.

On average, landholders who accessed the program received roughly \$11,500, which they could put towards purchasing fencing materials or hiring local contactors, to assist with the rebuild.

Many landholders, like cattle and sheep producer Mark Walsh, also used the grant to upgrade their boundary fences, which helps protect their livestock from being attacked by pest animals such as foxes and wild dogs.



Mr Walsh farms at Pericoe, east of Eden near the Victorian border, and suffered extensive damage during the 2019-20 summer bushfires, including losing 13km of boundary fencing bordering multiple public land managers.

Through the Supporting our Neighbours program, Mr Walsh received a \$65,500 grant, which kick-started his recovery and gave him the confidence to upgrade his boundaries to exclusion fencing.

With improved fencing, it did not take long for him to start seeing the benefits.

However, what made this program so successful was being able to take the stress away from individual landholders of having to deal with multiple land managers.

When getting this program up and running, we recognised how difficult it is for landholders to start piecing their properties back together, and many didn't know where to start when their fences border different public land managers.

That is why we wanted to make the application process as streamlined as possible to give applicants one less thing to worry about as they embarked on the recovery process.

To apply, we provided landholders the option of filling out a quick online form or calling the dedicated Supporting our Neighbours team.

Once the application was received, one of the team members would then step landholders through the entire process from start to finish.



# NSW Landcare Program

Landcarers across NSW continue to benefit from the thriving partnership between Local Land Services and Landcare NSW, after the two organisations refreshed and re-signed their Memorandum of Understanding (MoU) in December 2020.

Following an extended period of drought followed by bushfires and floods, the MoU highlights each organisation's commitment to empowering local communities and Landcare groups to deliver sustainable agriculture and to best manage the state's natural resources, reinforced by the success of the NSW Landcare Program.

In 2020-21, the NSW Landcare Program enhanced the capacity of:

- around 60,000 people in NSW who identify as Landcarers
- across almost 3000 Landcare Groups

The program is funded by the NSW Government, investing \$22.4M over four years (2019-2023) to expand our highly successful Landcare Coordinator Initiative. Our partnership with Landcare NSW, as government and community, recognises that we are stronger together in achieving outcomes for communities and landscapes including:





over \$15.6M distributed to 50 partner organisations hosting 84 coordinators, with more than \$220,000 spent in support of professional development opportunities for individual coordinators who are critical in co-delivering the programs;



administration support and \$55,000 provided for 2020 NSW Regional Landcare Awards;



state community of practice event in June 2021, bringing over 130 volunteer Landcare coordinators and their hosts, Local Land Services and Landcare NSW together to share, learn and connect;



unveiling of the 2022 NSW Landcare and Local Land Services Conference and Awards in Tweed Heads including guest speaker, ex-NSW Fire Commissioner and leader of Resilience NSW, Shane Fitzsimmons;



launch of the 'Working Together' Aboriginal Communities Engagement Program, resulting in \$67,000 distributed in small grants to 36 groups, including 10 Aboriginal groups;



more than 5,300 activities, 1,300 meetings and 88 community of practice events that link experts and the community to learn, share and network;



empowering participation and engagement in Landcare with around 4,700 communication products (media releases, social posts, e-newsletters) prepared and shared reaching an average of 6,100 recipients;



production of more than 550 case studies and a range of community activities, and



# NSW Wild Dog Fence Extension

The NSW Wild Dog Fence Extension project made substantial progress during the 2020-21 financial year, despite the considerable challenges it faced.

A large-scale and complex infrastructure project in some of the most remote and isolated areas in Australia, construction for the project commenced in September 2020 with a 15 km priority pilot site near Hungerford. Deputy Premier, John Barilaro and Minister for Agriculture and Western NSW, Adam Marshall, turned the first sod for the project and were joined on site by local landholders, stakeholders and members of the project team.

The pilot site, which was a replacement of the existing wild dog fence, allowed the project team to test and evaluate its systems prior to the main phase of construction commencing, and was completed by the end of 2020. All the materials for the pilot site were sourced from a business in Bourke while the construction was awarded to a regional small to medium enterprise who employed a number of Aboriginal contractors from Western NSW.

The NSW Government is committed to involving as many local and regional NSW businesses in this project as possible, something that has been reflected in the tenders run to date for the project. Procurement advanced considerably over the course of the 2020-21 financial year, highlighted by a \$17M tender to undertake construction of the 742-km extension. Overall, the combined value of the three tenders run to date for the project is around \$30M. The project team are continuing to work with the successful businesses regarding the manufacture and supply of fence materials, and construction of the extended fence, prior to the main phases of construction commencing.



Toward the end of 2020, the project team undertook community consultation to gather feedback, ideas, suggestions and concerns about the project for inclusion in the development of the project's Environmental Impact Statement (EIS). The feedback that was received was collated and reviewed by the project team and will be included in the EIS which has continued to be developed in 2021.

As a result of the initial consultation, further dialogue with local landholders and stakeholders at the southern end of the NSW and South Australian alignment was undertaken, which has resulted in changes to the proposed alignment and end point of the extended fence. The project team has, and will continue to, seek input from local landholders and stakeholders on all aspects of the project.

While COVID-19 and other issues are impacting on the project, the project team is working through the approvals process and other aspects of the project as efficiently as possible as it works toward the main phases of construction commencing.

The NSW Government is committed to delivering a product that will be everlasting and a game-changer for Western NSW, increasing productivity for farmers, helping to protect native animals including threatened species, and giving an extra level of defence against biosecurity threats over the border.



# Fencing Northern Basin Riverbanks

Following the worst drought in living memory combined with record low inflows, our state's river system was undoubtedly stressed throughout 2020.

While seasonal conditions improved dramatically come 2021, the river system does not recover overnight, so it was important to find ways to better protect environmentally sensitive areas of the Northern Basin to support ongoing recovery.

With \$7.5M in funding from the Australian Government, in June 2021 we launched the Fencing Northern Basin Riverbanks Program in NSW, led by the Western Local Land Services region.

Through the program, eligible landholders, community groups and Aboriginal land managers can access funding to support the protection of valuable ecological sites and improve native fish habitat across the Northern Basin.

The program's target reaches in NSW include stretches of the Darling, Macquarie, Little, Bell, Gwydir, Macintyre and Dumaresq rivers, which were heavily impacted throughout the drought.

A milestone of the program will be the construction of 500 kms of riverbank fencing, to help protect and enhance sensitive riparian zones by limiting livestock access.

Healthy riparian zones can support clean water in our river system by filtering and trapping sediment and nutrients, stabilising banks and providing habitat for plants and animals.

They also provide shade that helps to moderate water temperature so native fish and other aquatic animals can survive.

By limiting livestock access through this riverbank fencing, it not only ensures they are safe, but will go a long way to enhancing riparian zones along the target reaches, which will help improve water quality and fish habitat for threatened species such as the southern purple-spotted gudgeon.



Other eligible activities under the program include off-stream stock watering points, control of exotic woody weeds, minor erosion control works, revegetation and river re-snagging to protect native fish and contribute to a healthier river system.

To ensure the program is easily accessible, particularly under COVID-19 restrictions, we have setup an online expression of interest portal where people can quickly submit their project ideas.

Once submissions are assessed, and if they meet the project criteria, we can provide interested landholders with dedicated support officers to assist with the development of projects and to meet the program's guidelines.

Fortunately, we have friendly staff across the target areas who are on-hand to visit properties, so they can see the proposals for themselves, learn more about the projects, and ensure any questions or queries landholders' have are answered.

This program is being delivered under the Murray-Darling Basin Plan by the NSW Government, through funding from the Australian Government Department of Agriculture, Water and the Environment, and will run until 2023.

For more information visit [www.ils.nsw.gov.au/fnbr](http://www.ils.nsw.gov.au/fnbr)



# Every Bit Counts Project

The increased numbers of tree changers and lifestyle blocks evident across NSW provides an opportunity for Local Land Services and other partners to support this cohort to manage their land sustainably and meet their biosecurity responsibilities.

To meet this opportunity, the three-year Every Bit Counts project was completed in 2020-21. The project was a comprehensive community engagement program working with small landholders for on-ground environmental outcomes.

The \$2M project ran across four coastal Local Land Services regions to connect small land managers to the best available knowledge, advice and peer-to-peer support networks and producer groups.

Resources and knowledge developed through the project will support ongoing small landholder engagement through Local Land Services programs. This project has been assisted by the NSW Government through its Environmental Trust.

A key feature of this work was small landholder-focused networks. In the Hunter and North Coast regions, networks were established, while existing small landholder networks in the Greater Sydney and South East regions were supported and expanded.

Another key component of the project was the development of a small landholder education portal ([www.lls.nsw.gov.au/ebc](http://www.lls.nsw.gov.au/ebc)). This portal collated existing material relevant to small landholders, as well as material developed by Every Bit Counts project staff.

This includes written and video case studies showcasing small landholders who have engaged with Local Land Services or Landcare and have implemented on-ground projects. There were 51,107 unique page views of web portal content over the course of the project.

The “Blockies Bootcamp” email series was launched in August 2020 to inform small landholders of the fundamentals of land management. This autoresponder newsletter series has 20 pre-loaded articles sent on a weekly schedule after signup. It provides principles-based information in a simple, engaging format, as well as resource suggestions for further reading.



As of July 2021, there are around 2000 subscribers and the list continues to grow post-project. Around 95 per cent of people signing up also asked to be added to their Local Land Services regional newsletter lists.

The Every Bit Counts web portal, Blockies Bootcamp newsletter, case studies and other educational material remain as resources for small landholders to learn more about the fundamentals of land management.

During 2020-21, many planned events and field days were cancelled or postponed due to COVID-19 restrictions, bushfires and floods. The project team addressed this by transferring workshops and training sessions to online. Demand and attendance remained strong, and project staff found the ability to share recorded content a positive side effect of using a virtual platform.

Other project highlights include:

- ✔ a 42 per cent increase in the number of small lifestyle-farm managers accessing information and advisory services;
- ✔ 84 engagement activities or events with 10 or more participants;
- ✔ over 15,000 small farm managers accessing information or advice about the impacts of land management practices;
- ✔ 31 case studies developed to showcase engagement programs and good practices on small lifestyle farms;
- ✔ 1,935 small lifestyle-farm managers directly participating in project activities or events to improve their land management practices;
- ✔ 90 per cent of small landholders indicated they had implemented changes to improve land management on their property.



# Reconnecting River Country Program

The Reconnecting River Country Program made considerable progress in 2020-21, through a delivery partnership between the Department of Planning, Industry and Environment's Water Infrastructure NSW, NSW Environment, Energy and Science and Local Land Services.

The program aims to achieve a balance of economic, social, cultural and environmental outcomes across southern NSW by improving wetland and floodplain connectivity.

In the Murray-Darling Basin (the basin), there are a range of barriers limiting flows along its river systems. These include physical structures, river management practices and operational limits for river flows. As a result, rivers connect to their floodplains less often than is needed to maintain healthy rivers, wetlands and floodplains.

Addressing these barriers, will allow more efficient delivery of water for the environment, reducing the amount of water needed to reconnect river country.

The program focuses on three river reaches and three project areas, including:

- Hume to Yarrawonga (Murray);
- Yarrawonga to Wakool Junction (Murray), and
- Murrumbidgee River (including Yanco Creek).

Solutions for the Lower Darling that were previously included in the former Constraints Measures Program are being considered as part of the rescope of the Menindee Lakes Sustainable Diversion Limit Adjustment Measures project.

Local Land Services has been engaged by the Reconnecting River Country Program because of its existing relationships with landholders and will work with private landholders to:

- undertake case studies with up to 150 landholders during the first phase of the program that will allow landholders to explore the benefits and effects of different flow options along with possible mitigation measures at a site-specific scale;
- help increase the accuracy of the most recent inundation maps at the property scale;
- help identify appropriate impact mitigation measures including local infrastructure investment;
- have the opportunity to hear more about flow options for their region and provide feedback on preferred flow ranges;
- learn more about the potential for investment and flow-on benefits for their local community;
- help to improve and strengthen our stakeholder engagement and communications processes;
- and provide the outcomes of case studies to Water Infrastructure NSW to inform a strategic business case for submission to the Australian Government.

We have recruited a team dedicated specifically to the Reconnecting River Country Program, which includes field officers who will work closely and collaboratively with individual private landholders in the initial collaboration phase of the program.



## Looking ahead

Together with NSW Department of Primary Industries, we are working with the Australian Government's Future Drought Fund to create opportunities for farmers to connect with each other and business professionals to improve their farm business resilience skills.

The Farm Business Resilience program will give farmers the tools they need to prepare for and manage risk, adapt to a changing climate and improve farm business resilience through subsidised learning and development opportunities. The foundational year of the Farm Business Resilience program will roll out across the country from 2021 until June 2022.

A man in a blue long-sleeved shirt and white shorts is smiling and holding a clipboard. He is standing in a large sheep pen with many sheep. In the background, other people and farm buildings are visible. A large white circular graphic is overlaid on the right side of the image, containing the text "Our People" in a blue cursive font.

# Our People

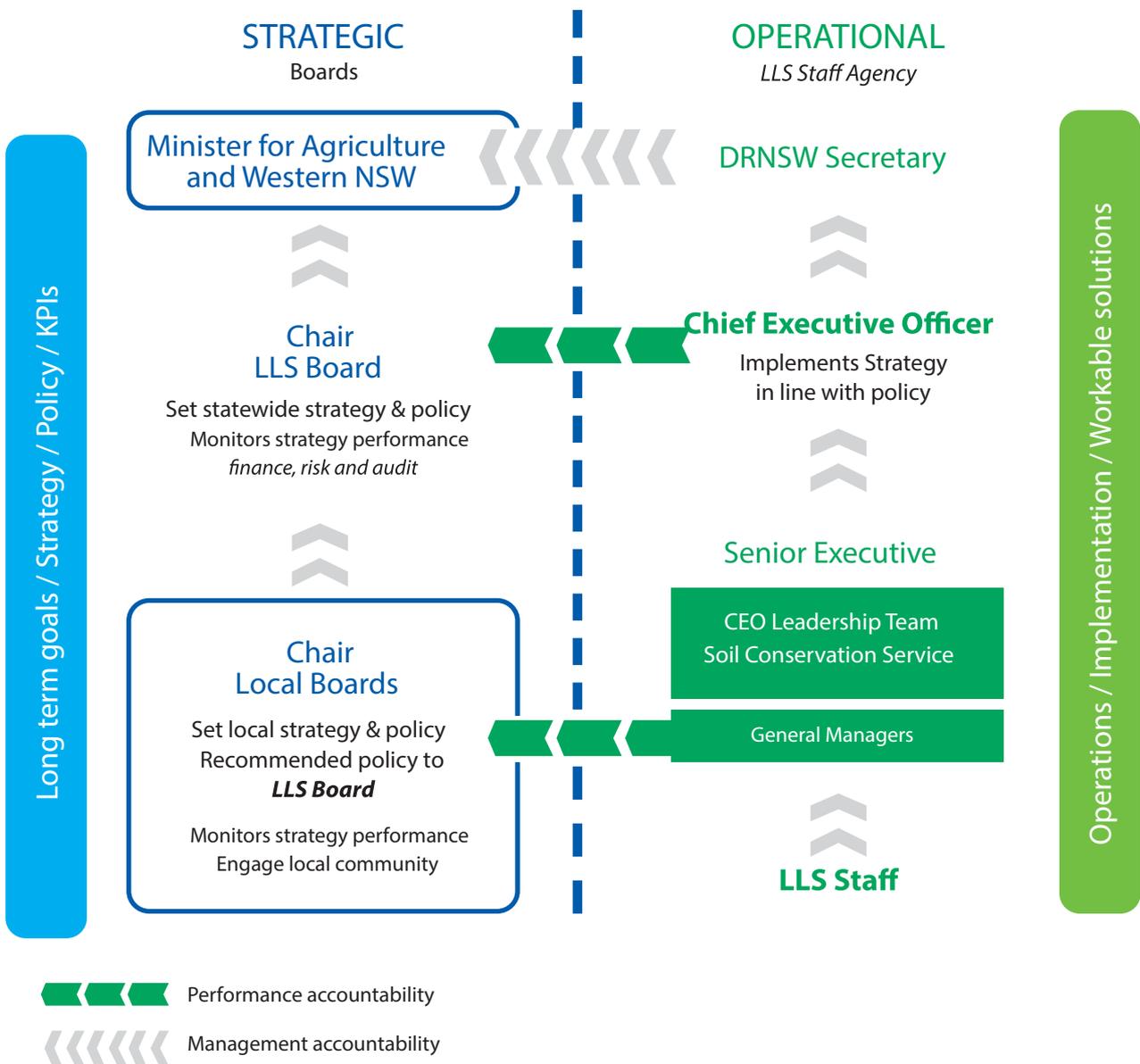
# Our structure

The Local Land Services Board is accountable to the Minister for Agriculture and Western NSW.

The Board is led by the Chair of the Local Land Services Board.

The CEO is the division head of Local Land Services and is responsible for oversight of the day-to-day management of the affairs of Local Land Services.

The organisation has a regional operations unit, made up of the 11 local regions. Each region is led by a General Manager who reports to the Executive Director of Regional Operations. Finance and ICT, policy and strategic reform and strategy and engagement units make up the state-wide Local Land Services team who drive strategic and operational performance to ensure we achieve the goals outlined in our State Strategic Plan.



# Our executive team and departments

## Chief Executive Officer

### David Witherdin

B. Eng (Civil)

Location - Newcastle

Our CEO is the division agency head of Local Land Services and is responsible for the planning, governance, resource allocation and regulatory functions of the Agency, and leads a team of senior executives and state chairs. This role ensures that state wide strategy is implemented in line with policy.

## Finance and information communications technology

### Matt Walker

Chief Financial Officer

B. Com, CPA

Location – Newcastle

### Catherine Blyth

Director ICT

Australian Rural Leadership Foundation (ARLF) Fellow

Location - Braidwood

The finance team provides strategic and operational financial management advice, analysis and services to ensure we achieve organisational goals while complying with relevant standards, NSW Government financial management and accounting policies, and statutory and NSW Treasury Department reporting requirements.

The information communications technology (ICT) team enables business transformation through the replacement of legacy systems with fit for purpose solutions and new technology capabilities. This is supported through standardisation of processes and collaboration across the organisation to ensure customer and stakeholder expectations are met.

## Policy and strategic reform

### Dr Jacqueline Tracey

Executive Director

PhD (Resource Management & Environmental Science), M.Sc., B. For. Sci (Hons)

Location – Greater Sydney

### Dr Adam Tyndall

Director, Policy Reform

PhD (Urban Studies), B.Teaching/B.Arts (Hons)

Location – Greater Sydney

The policy and strategic reform team provides strategic advice to Cluster Ministers, the Secretary of Department Regional NSW, CEO and Board on Local Land Services legislative and regulatory functions and major reform initiatives. The unit is also responsible for the Agency's parliamentary and cabinet functions, and they consult and negotiate with relevant State and Commonwealth agencies, stakeholders and industry to improve land and forest management outcomes to help ensure rural and regional communities remain profitable and sustainable.

## Strategy and engagement unit

### Sue-Anne Nicol

Director

Cert. Exec. Man. & Dev., Cert. Bus. Admin., MAppSc (Hons),

B. Landscape Architecture (BLArch) (Hons Class 1).

Location - Brogo

This business unit provides high level governance and strategy, performance, risk and assurance, communications and engagement, organisational development and cultural heritage coordination. It embeds auditable and transparent performance, strategy development and governance frameworks, tools and metrics and works closely with and guides boards and chairs, and senior executive at state and local level. People and performance are included in this team and support best practice people management and development across the organisation. This unit is also responsible for internal and external communication and the coordination of Aboriginal cultural engagement across the business.

## Land management unit

### Carolyn Raine

Director

M. EnvM, B. Sci (Hons)

Location – Newcastle

This business unit was set up as a temporary business unit to complete the reform of land management throughout Local Land Services. This unit has completed the land management audit and performance requirements and set-up the operational land management business processes for the Agency going forward.

## Regional operations

### Rob Kelly

Executive Director

B. Sci. (Hons), GAICD

Location – Griffith

Regional operations lead regional delivery of operations across the 11 Local Land Services regions. Operational delivery is guided by the State Strategic Plan, annual business plan and regional strategic plans and programs. Core functions of the business unit include oversight of regional programs and program planning, governance and structure, resource allocation and regulatory functions. Working closely with all other business units, the regional operations team provides direction on state-wide initiatives and programs for the ongoing delivery of services to Local Land Services customers and stakeholders.

## Local Land Services regions

General Managers lead their staff to deliver locally relevant, on-ground outcomes for customers. They drive cross-regional collaboration to deliver customer and investor focused services. They plan and deliver regional operational functions which are consistent with Local Land Services state and regional strategic objectives.

They promote Local Land Services and engage with local communities and stakeholders, building productive partnerships to deliver our objectives, programs and projects. They work with local board members, stakeholders, investors and community groups to deliver locally tailored and relevant programs.

All regional general managers have a direct reporting line to the Executive Director of Regional Operations.

Position	Name	Location	Qualifications
Central Tablelands	Ian Shepherd (from 19/4/2021)	Cowra	B. Bus. (Mgt and HR)
Central Tablelands	Natasha Collier (5/10/2020 - 19/4/2021)	Orange	Com., CA
Central Tablelands	Andrew Mulligan (1/6/2020 – 4/10/2020)	Dubbo	Adv. Dip. Emergency Management (Public Safety), Dip. Conservation Land Management
Central West	Andrew Mulligan	Dubbo	Adv. Dip. Emergency Management (Public Safety), Dip. Conservation Land Management
Greater Sydney	Sharon Elliot	Goulburn	B. Fin. Admin
Hunter	Brett Miners	Paterson	B. Sci. NRM
Murray	Gary Rodda	Deniliquin	B. For. Sci. (Hons)
North Coast	Louise Orr	Lismore	B. Env. Man. (Hons Class 1), Dip. App. Sci
North West	James Hutchinson-Smith	Tamworth	B. App. Sci. Ag
Northern Tablelands	Paul Hutchings	Inverell	B. Sci., Grad. Dip. Nat. Res
Riverina	Ray Willis	Wagga Wagga	B. App. Sci (Env Analysis)
South East	Anthony Marshall	Goulburn	Com & Elec. Eng
Western	Erlina Compton	Dubbo	PhD (Rural Sociology), B. App. Sci. (Protected Area Management)

# Soil Conservation Service

## Tim Ferraro

Executive Director (from 12/4/2021)

General Manager (1/7/2020 – 11/4/2021)

B. App. Sci. (Hons). MBA (Strategic Management). ARLF Fellow. MAICD

The Soil Conservation Service is a commercial entity within Local Land Services, and has been at the leading edge of environmental rehabilitation since 1938. This 83-year legacy has established the organisation as a trusted provider of environmental consulting, conservation earthworks, program management and project delivery.

Soil Conservation Service specialist staff and their contractor network work together to deliver natural resource projects across NSW that provide long-term, triple-bottom line results. These projects range from conservation earthworks to large-scale contaminated sites, derelict mines, river restoration, coastal rehabilitation and emergency response work.



# Our Board

The Local Land Services Board is responsible for overseeing state-wide priorities in line with our State Strategic Plan including:

- implementing a clear accountability framework to deliver the strategy;
- determining and approving strategy and policy;
- overseeing financial management;
- enabling and monitoring regional performance;
- monitoring the risk management of Local Land Services;
- being accountable to customers, stakeholders and investors;
- meeting and monitoring regulatory compliance, and
- promoting the reputations and benefits of Local Land Services at the state level.

Each Local Land Services region has its own board of local community representatives with a chair who leads the local board. Local boards are made up of seven members, three elected members and four appointed by the Minister for Agriculture and Western NSW. One exception exists for the Western Local Land Services Board, which consists of nine members – four members elected, and five members appointed by the Minister for Agriculture and Western NSW.

Elected board members are voted in by ratepayers of that region in accordance with the Local Land Services Regulation 2014. Board members are appointed or elected for up to four years and paid remuneration and allowances set by the Department of Premier and Cabinet.

## Local Board Chairs and meeting attendance

Local Land Services Board meetings were held:

- 26 August 2020
- 21 October 2020
- 16/17 February 2021
- 16 June 2021
- 8 October 2020
- 9/10 December 2020
- 20/21 April 2021

Name of Chair	Position	Appointed	Meetings attended
Allison Harker	Acting State Chair	2021	6
Rick Bull	State Chair - retired	2020	5
Ian Rogan	Chair, Central Tablelands	2020	6
Susan Madden	Chair, Central West	2020	7
Robert Webster	Chair, Greater Sydney	2020	6
Tony Hegarty	Chair, Hunter	2020	6
Derek Schoen	Chair, Murray	2020	6
Bob Smith	Chair, North Coast	2020	7
Grahame Marriott	Chair, Northern Tablelands	2020	7
Richard Clark	Chair, North West	2020	6
Barney Hyams	Chair, Riverina	2020	7
Fay Steward	Acting Chair, South East	2021	3
Magnus Aitken	Chair, Western	2020	7

## A tribute to Rick Bull

After seven years with our Agency, Chair of the Local Land Services Board, Rick Bull, retired in April 2021.

First joining the organisation as an inaugural member of the Murray Local Land Services Board in 2013, he acted as Murray Chair for two years before being appointed Chair of the Local Land Services Board in 2017.

Rick has been instrumental in shaping us into the organisation it is today, and during his time with Local Land Services has been involved in the funding of many projects, and overseeing several key initiatives, including:

- presiding over Local Land Services through testing times for customers and staff, including devastating drought, bushfires, floods and the COVID-19 pandemic;
- overseeing a new 2020-2030 State Strategic Plan;
- chairing the Local Land Services/Landcare Joint Management Committee, and
- improving the Local Land Services election process.

He has been a genuine asset to our organisation, leading with dedication and a clear passion for rural NSW and its communities. His commitment and drive to improve agricultural production and natural resource management has helped Local Land Services to become the trusted organisation we are today.

In farewelling Rick, we welcome Allison Harker as our Acting Chair until a permanent Chair is appointed. Allison was previously the Chair of the South East Local Land Services Board and has an international investment banking background. A partner in a family farming business in Yass, Allison is heavily involved in her community and has chaired several community committees.



# Human resources

The role of our human resources team is to work with management and people leaders to ensure our staff are engaged, supported and protected in the workplace. We are committed to developing leaders within the organisation and equipping them with the best tools available.

The following tables relate to the organisations staff and senior executive numbers.

	June 2017	June 2018	June 2019	June 2020	June 2021
Number of full-time equivalent staff (FTE) employed in Local Land Services	714	893	952	936	973

1. FTE calculated as at the last pay period in June 2020 using internal FTE reports.
2. All contingent and casual staff are excluded
3. Rounding of staff numbers to the nearest whole number in this table may cause minor differences in totals.
4. Shifts in the FTE for the period 2017-18 occurred due to functions related to Soil Conservation Service being absorbed into Local Land Services

## Number and remuneration of senior executives

Source: SAP ERB and MvHQ (headcounts).

Band	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Band 4	0	0	0	0	0	0
Band 3	0	1	0	1	0	1
Band 2	0	0	1	1	2	2
Band 1	7	12	7	10	6	10
Total	8	13	8	12	8	13
% of women in Senior Leadership roles	35%		40%		38%	

Band	Range	Average remuneration		
		2019	2020	2021
Band 4	\$487,051 - \$562,650	N/A	N/A	N/A
Band 3	\$345,551 - \$487,050	\$379,250	\$388,731	\$388,731
Band 2	\$274,701 - \$345,550	\$269,243	\$281,632	\$280,321
Band 1	\$192,600 - \$274,700	\$222,023	\$226,355	\$218,488
Statutory		N/A	N/A	N/A

## Recognising the achievements of our people

Employee engagement is a high priority at Local Land Services and we work hard to maintain a culture and personality that fosters teamwork, increases productivity and enhances retention of our workforce.

Our 2020-21 annual People Matter Employee Survey (PMES) results reflect this success with eight out of ten staff stating they are proud to work for Local Land Services and 84 per cent believe inclusion and diversity is celebrated. With a 73 per cent overall engagement score, one of the highest in our cluster, 85 per cent of staff believe we manage our risks and foster innovation for better results.

Throughout the year, we use special interest days like Threatened Species Day, World Environment Day and International Women's Day to celebrate the diversity and achievements of our staff. In December 2020, our internal communications team crafted a campaign using Workplace to encourage staff to publicly say #LLSthanks and mention a colleague for the good work they have done in the calendar year. This campaign generated high levels of activity on Workplace including 103 individual posts that mentioned 566 people and 16 teams.

At the inaugural Department of Regional NSW Staff Awards hosted in May 2021, Local Land Services staff Peter Conasch and Maree Barnes won awards. Peter won the Growing Futures Award for his work on the Greater Sydney Demonstration Farm whilst Maree won the Diversity Award for her work promoting diversity within Local Land Services and the wider Department.

North Coast General Manager, Louise Orr, was named one of the five Frontline Heroes in the 2021 Women's Agenda Leadership Awards whilst Steve Eastwood, Business Partner Emergency Management, was recognised by the Chief Veterinary Officer for his exceptional leadership in Emergency Management over the past few years.

Riverina's Dione Howard won the Royal Agricultural Society of NSW's 2021 Rural Achiever of the Year Award which recognises future young leaders that are working hard to make a significant contribution to their local community and to rural Australia.



# People, ethics and conduct policies

We adopt the personnel and industrial relations policies and practices of the Department of Regional NSW except where policies and practices specific to Local Land Services are required.

In May 2020, the Department released its Code of Ethics and Conduct which sets out the standards of behaviour expected of all departmental employees including Local Land Services.

The Code provides guidance on:

## Standards of conduct

- our values
- professional standards
- WHS
- respect and inclusion
- managing conflicts of interest
- conflict of duty
- senior executive private interests
- employment outside the department
- gifts, benefits and hospitality
- flexible workforce and
- leaving the department
- managing grant and funding agreements
- contracts

## Use of departmental resources

- appropriate use of resources
- budget
- buying goods and services
- intellectual property and copyright

## Managing information

- records management
- confidentiality and privacy
- standing order 52
- information access
- cyber security

## Making good decisions

- delegations
- risk management

## Engaging with the community

- lobbyists and business contacts
- complaints handling

## Speaking up and reporting matters

- ethical
- public interest disclosure.

This year, the NSW Government committed to the regionalisation workforce principles to grow the public sector in regional areas of NSW and increase the proportion of senior roles in regional areas by 2023. This initiative is strongly supported by Local Land Services and reflected in our recruitment practices.

## Delivering a dynamic workplace

Whilst our staff have had access to a range of flexible working arrangements for some time, and ninety three per cent state they are satisfied with our flexible working arrangements, we participated in the Department of Regional NSW "Future of Work" trial.

The pilot was conducted from 1 March 2021 for 12 weeks and allowed us to demonstrate that we can work even more flexibly and retain a high level of customer service. A pilot evaluation report is being prepared for ongoing discussion and action in 2021-22.

We began a comprehensive \$5.1 M project to upgrade office facilities and other customer-focused infrastructure at high-priority locations across the state. The upgrade program aligns with the NSW Government's commitment to connected workplaces and Premier's Priority to put the customer at the centre of all we do. All sites include facilities for agile working, which provide greater flexibility and efficiency for staff. In this financial year, we opened new facilities in Dubbo, Broken Hill and Quirindi.

## Looking Ahead

As part of the People and Culture Strategy highlighted in our State Strategic Plan, we commenced work on a strategic workforce plan to continually improve the way we deliver services to ensure an efficient and effective workforce. Each major business function will undergo a review to assess the status of the service, how it is delivered and to identify opportunities for efficiencies, improved service delivery and information sharing across the business.

## Workforce diversity

We are committed to actively developing and maintaining an inclusive workforce which will help build trust, advocacy, awareness and education. The facilitation of diversity and inclusion initiatives in the cluster will enable a more inclusive workplace culture where staff feel safe, respected and valued, which is free of discrimination and reflects the NSW community. Workforce inclusion and diversity initiatives are designed to:

- build positive workplaces and provide support for all employees;
- strengthen workforce planning capability to integrate workforce diversity strategies; and
- build a workforce which reflects the diversity of the wider community as identified in NSW Public Sector benchmarks and targets.

The *Government Sector Employment Act 2013* (GSE Act) preserves (but is not limited to) the focus on existing diversity groups, being:

- Aboriginal people
- people from culturally and linguistically diverse backgrounds
- women and,
- people with disability.

The GSE Act provides flexibility to encompass a broader spectrum of diversity, including mature workers, young people, LGBTQIA+ and carers. The focus of our organisation is to attract and retain the right people for the right jobs, no matter what their gender, race, age, religious beliefs, or personal commitments.

Workforce diversity group	Benchmark	2018	2019	2020	2021
Women in Local Land Services	50%	47.7%	50.5%	50.1%	50.3%
Aboriginal and/or Torres Strait Islander people	3.3%	1.5%	2.7%	3.0%	4.0%
People whose first language spoken as a child was not English	23.2%	2.2%	0.9%	1.3%	0.7%
People with disability	5.6%	0.4%	0.4%	0.5%	0.7%
People with disability requiring work-related adjustment	N/A	0.2%	0.0%	0.0%	0.1%

## Diversity and inclusion council

Local Land Services is an active member of the Department of Regional NSW Diversity and Inclusion Council. Since the Council's inception in June 2020, they have enjoyed great success including:

- continuation of in-kind support for the Aboriginal Support Network (ASN) to ensure they continue their annual activities;
- membership with the Australian Network on Disability which grants us access to tools, support networks and training opportunities to be more inclusive;
- organising a successful "Making Inclusion Work" webinar for International Day for People with Disability 2020;
- launching the Department of Regional NSW First Nations Program – an entry-level two-year pathway program for five First Nations Peoples;
- launching a graduate program which employs graduates of diverse backgrounds, and
- hosting five diversity and inclusion events including:
  1. International Women's Day
  2. Harmony Day
  3. National Sorry Day
  4. Pride month
  5. International Day of People with Disability.

## LGBTIQA + inclusion

LGBTIQA+ is the acronym for lesbian, gay, bisexual, transgender, intersex, queer and asexual. The 'plus' sign represents anyone who isn't included in this 'definition'.

Support is provided to LGBTIQA+ employees and their allies through the Rainbow Connection Workplace group and we actively participate in awareness events including International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) and Pride Month.



## Aboriginal culture and communities

Local Land Services is proud to employ many First Nations staff. In May 2021, we launched mandatory Aboriginal Cultural Competency training to reduce the likelihood of workplace discrimination by lifting the understanding of all staff of Aboriginal culture, in particular by those that manage Aboriginal staff within Local Land Services.

Through the work of its Aboriginal Communities officers, we continue to build strong relationships with First Nations communities, seek to understand their aspirations and ensure that Aboriginal and Torres Strait Islander peoples have a voice to provide input into land management issues and in particular the management of cultural values.

An Aboriginal Cultural Heritage Policy and Procedural Handbook has been developed to provide alignment between our business practice and the Department of Planning, Industry and Environment Aboriginal Cultural Heritage Due Diligence Codes of Practice. An Aboriginal Engagement State Working Group has also been established as an expert reference group on Aboriginal culture and communities.

## Multicultural policies and services program

We are governed by cluster arrangements that are committed to the community relations and principles of *Multiculturalism Act 2000* and the NSW Government's aims and objectives for multiculturalism, as set out in the Community Relations Commission's Multicultural Policies and Services Program. We implement the policies and practices of the NSW Department of Regional NSW in this area, as part of cluster arrangements. These policies and practices include:

- industrial relations;
- equal employment opportunity;
- disability plans;
- ethnic affairs priorities statements, and
- work health and safety.

## Agreements with Multicultural NSW

We are governed by cluster arrangements and abide by the policies and practices of the NSW Department of Regional NSW in relation to any arrangements or agreements with Multicultural NSW.

## Women's employment and development

The Premier has set a target of 50 per cent representation level of women in senior executive roles across the NSW Government sector.

We remain committed to actively providing opportunities for the employment and development of women. A key focus is supporting women to identify and achieve career goals and to encourage potential women leaders and managers to participate in leadership and management programs both within the department and in programs provided externally.

# Workplace health and safety

The health and safety of all employees, contractors and volunteers is a key value for the Agency and our commitment to the prevention of workplace injuries and illness is a strategic priority as shown in our State Strategic Plan.

In 2020-21, our efforts have focused intently on ensuring the work health and safety of our people during the COVID-19 pandemic. Extensive internal and external campaigns to safeguard the health of our workforce—while working in the field, laboratory, facility or virtual environment—have been achieved throughout this period, and we launched a new employee assistance program with Benestar.

As part of the Department of Regional NSW, we also continued to deliver existing workplace health and wellbeing initiatives such as the annual influenza vaccination program, rehabilitation and return-to-work management, wellbeing webinars and Lifeblood (Australia's blood donation challenge).

Below is our workplace, health and safety performance statistics for the reporting period, these statistics outline the number of incidents, and number and type of injuries that have occurred.

Overall, the number of incidents reported has fallen for the second successive year, however the number of lost time injuries has increased from last year's figures. Although the number of lost time injuries is the same as the 2018-19 period, due to a greater number of working hours being performed within the business the LTI frequency rate is lower than it was previously.



	2018-19	2019-20	2020-21
Total incidents reported	421	375	335
Lost time injuries	7	4	7
Medical treatment only	18	20	15
Lost time injury frequency rate	4.18	2.32	3.67
Open workers compensation claims	16	22	19

# Our Governance



# Complaint process

Complaints provide us with an opportunity to reflect on the services we provide and the experience of our customers to identify where we can make improvements. Effective complaint handling is an essential part of our approach to providing services that are responsive to needs and meet the expectations of customers.

If a customer wishes to lodge a complaint or give feedback about our organisation, they may:

- use the feedback assist tool located on our webpages;
- submit feedback data via any one of the Ratelt systems available - fixed devices, QR codes;
- dedicated webpage links to surveys;
- submit an online customer enquiry form via our website to contact their regional office;
- speak to our staff on the phone or at an office, or
- contact us via messenger on our 12 Facebook pages.

During the 2020-21 financial year, our strategy, performance and engagement team received the following through the Feedback Assist online tool, known colloquially as 'the widget':



The widget is currently utilised to provide our customers with an efficient and consistent method of providing feedback, both positive and negative, on our services. With the utilisation of this website tool, we can record and report upon all feedback, including complaints data, as tabled below.

## Formal customer complaints since inception

Year	Complaints
2013-14	78
2014-15	68
2015-16	68
2016-17	61
2017-18	91
2018-19	71
2019-20	128
2020-21	243

## Key areas of complaint concerns in 2020-21

- Technical - relating to information technology and website issues/user difficulty with various browsers and platforms (e.g. mobile).
- The vast majority of complaints related to Annual Land and Stock Return the difficulty of lodgement and online portal problems, with the majority of these being in relation to the process of lodging this documentation online/login issues to the "Annual Land and Stock Return" online portal system.

## Services improved or changed in response to complaints and suggestions

As a customer focussed organisation, we have a dedicated policy and procedure for complaints management, which was last reviewed in 2019-20. This year, we have focused on the following service improvements:

- the risk and assurance team continued to provide training and development in the areas of conduct, ethics and performance;
- maintaining of a secondary survey system known as 'Ratelt' enabling further analysis of feedback data across our organisation;
- maintaining complaints data and records in a case-based report style. Complaints cases are registered, communicated through to a senior manager, managed and responded to in an official capacity;
- we have worked to improve the functionality of the Annual Land & Stock Return Online Portal System with further improvements to be realised with the introduction of MyLLS customer portal, and
- improved our website experience with enhanced navigation and a wholesale review of content.

## Public interest disclosure

There were zero public interest disclosures (PIDs) received by Local Land Services during the 2020-21 reporting period.

We apply the NSW Local Land Services Public Interest Disclosure Reporting Policy, adapted from the NSW Department of Industry Public Interest Disclosure Policy, which was developed in accordance with the requirements of the *Public Interest Disclosures Act 1994*.

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who have made a disclosure to the Agency	0	0	0
Number of PIDs received by the Agency	0	0	0

Of PIDs received, how many were primarily about:

> corrupt conduct	0	0	0
> maladministration	0	0	0
> serious and substantial waste	0	0	0
> government information contravention	0	0	0
Number of PIDs (received since 1 January 2012) that have been finalised in this reporting period	0	0	0

# Government information (public access)

During the 2020-21 reporting period, we received seven *Government Information (Public Access) Act 2009* applications. A generalised summary of the information requested within the seven accepted and finalised applications includes:

## Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of parliament	1	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Member of the public (application by legal representation)	3	0	0	0	0	0	0	0
Members of the public (other)	3	0	0	0	0	0	0	0
Other agency and third-party requests	0	0	0	0	0	0	0	0

## Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).*

## Invalid applications

Nil

## Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

During the reporting period, we refused two formal access applications on the basis that it was conclusively presumed that there was an overriding public interest against disclosure of information.

## Other public interest considerations against disclosure: matters listed in table to section 14 of Act

Nil

## Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	6
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	7

## Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

During the reporting period, we had three applications reviewed under Part 5 of the Act.

Two internal reviews were conducted with the original decision being upheld in one and varied in another. The Information Commissioner reviewed a third application; however the Commissioner does not have the authority to vary a decision but can make recommendations to the original decision maker.

## Applications for review under Part 5 of the Act (by type of applicant)

Nil

## Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications
Agency-initiated transfers	1
Applicant-initiated transfers	0

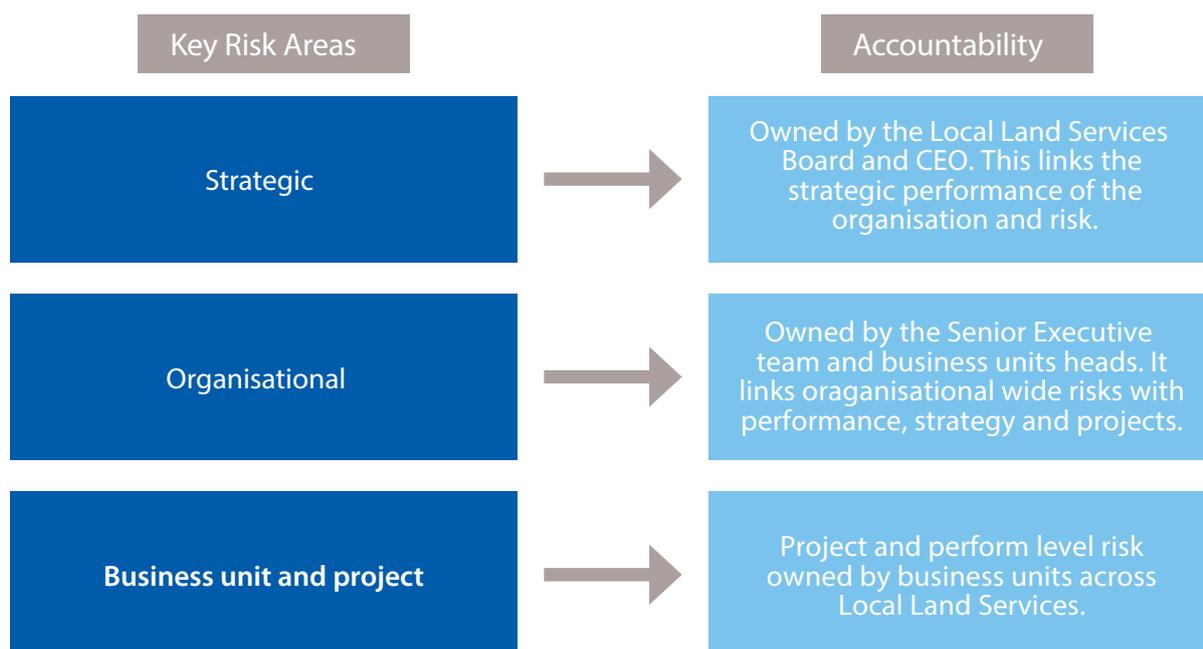
# Risk management and insurance activities

This financial year we made considerable progress in risk maturity and awareness across the Agency. The annual review of our risk management framework was completed early in the year and we have seen a steady maturing in how we approach risk management, how risk is being aligned with our strategic direction and planning, and developing accountability in mitigating risk.

During 2020-21, we took the opportunity to develop a risk management community of practice group. The group is made up of staff from all regions and assists in the development and implementation of risk management practices across the Agency and is used to drive continuous improvement.

The group have played a pivotal role in supporting the implementation of the renewed risk management framework. The implementation of the new framework has also resulted in revised strategic and operational risk registers closely aligned with our State Strategic Plan and operational plans.

Our State Board is responsible for setting the risk management appetite and is committed to implementing, operating, maintaining, and continually improving our risk management practices within Local Land Services. All staff have responsibility to manage risk however, the renewed risk management framework clearly identifies the key areas of risk management in Local Land Services and the associated accountable staff.



Both our Local Land Services Board and the CEO leadership team are committed to developing a risk management culture—one that is underpinned by a framework that facilitates the use of a consistent process to manage risk whenever decisions are made.

Late in 2020-21, the development of a risk management application commenced. The application is designed to increase consistency, transparency, accountability, and accessibility of risk management information. Once fully implemented, this will allow all staff to engage in risk awareness and will support risk owners to develop mitigation strategies that are reliable, actionable, and practical to the business.

Our risk management approach is supported by insurance through the Treasury Managed Fund, a self-insurance scheme of the NSW Government.

# Internal audit and risk management attestation statement for the 2019-20 financial year

I, David Witherdin am of the opinion that the Local Land Services has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

## Core requirements

### Risk Management Framework

- |     |  |                  |
|-----|--|------------------|
| 1.1 | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency. | <b>Compliant</b> |
| 1.2 | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency. | <b>Compliant</b> |

### Internal Audit Function

- |     |  |                  |
|-----|--|------------------|
| 2.1 | The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.                                | <b>Compliant</b> |
| 2.2 | The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing. | <b>Compliant</b> |
| 2.3 | The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.                              | <b>Compliant</b> |

### Audit and Risk Committee

- |     |   |                  |
|-----|---|------------------|
| 3.1 | The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | <b>Compliant</b> |
| 3.2 | The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.   | <b>Compliant</b> |

## Membership

The chair and members of the Audit and Risk Committee are:

Member	Commenced membership	Concluded membership
Bob Smith (Chair), Independent	19 March 2020	Ongoing
Magnus Aitken, Independent	20 March 2020	Ongoing
Donna Rygate, Independent	28 February 2019	Ongoing
Gary Humphreys, Independent	28 February 2019	Ongoing
Allison Harker, Independent	20 March 2020	Ongoing
Fay Steward, Independent	6 April 2021	Ongoing



David Witherdin  
Chief Executive Officer

10 September 2021

# Legal change

In 2020-21, there were two minor amendments to the Local Land Services legislation.

1. S.209(2) of the Act was amended to enable Local Land Services to issue formal documents (i.e. rates notices) to ratepayers via email.
2. S.600(d) of the Act was amended via the Bushfire Legislation Amendment Bill 2020 to reflect a change in the Rural Fires Act, to which that section of the Local Land Services Act refers. This amendment ensured the Local Land Services Act referred to the correct section of the Rural Fires Act, following its amendment via the same Bill.

There were no amendments to the Local Land Services Regulation 2014 or Land Management (Native Vegetation) Code 2018 this financial year.

## Our funding partners and review of operations

We work with a diverse range of partners to achieve our vision of resilient communities in productive and healthy landscapes.

The services we provide are funded in a variety of ways, including:

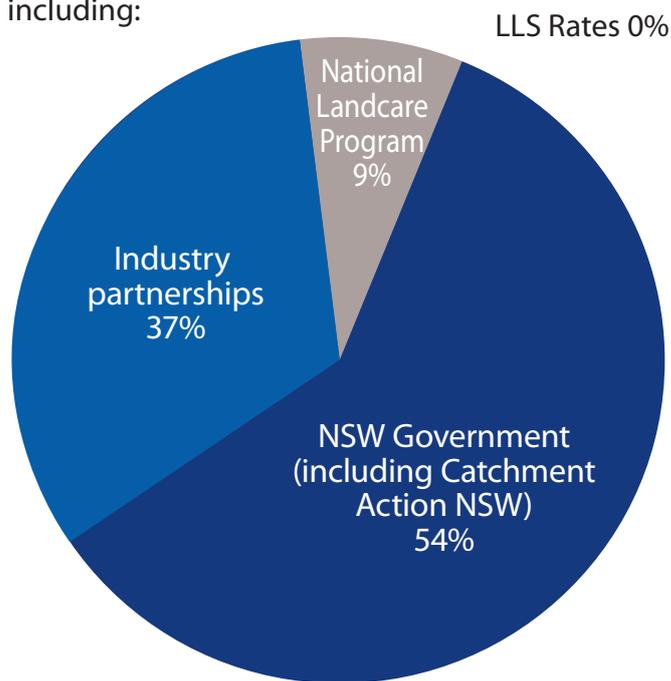
- NSW Government (including Catchment Action NSW)
- National Land Care Program
- Local Land Services rates
- industry partnerships.

The NSW Government provides funding through a Treasury grant to fund our core functions and through other government agencies such as the River Connections Project.

Catchment Action NSW funding was \$11.8M in 2020-21, received via a Cluster Grant, and supports regionally-delivered projects to address state natural resource management priorities, including support for biodiversity, native vegetation, threatened species and Aboriginal cultural heritage outcomes.

Catchment Action NSW links and complements other NSW Government investments including the Local Land Services Land management unit, Biodiversity Conservation Trust, Saving Our Species, NSW Landcare Program and the Weeds Action Program.

The Australian Government is an important funding partner, primarily through the National Landcare Program. The program helps drive sustainable agriculture, as well as supporting the protection, conservation and rehabilitation of Australia's natural environment. In 2020-21, Local Land Services and Landcare NSW partnered to deliver the National Landcare Program. Supporting Landcare priorities, \$23M has been provided.



Ratepayers also contribute significantly to funding our biosecurity, livestock health and welfare services. Market access and healthy and productive industries rely on these services.

In a normal year, ratepayers contribute significantly to funding our biosecurity, livestock health and welfare services. Market access and healthy and productive industries rely on these services. In 2020-2021, as part of the NSW Government drought relief measures, our rates were waived again.

To enable Local Land Services to continue to deliver biosecurity and emergency management services, the NSW Government provided \$50M in additional funding to compensate for the loss of rates normally contributed by ratepayers.

We also delivered \$40.5M of grants to assist bushfire-affected landholders to rebuild fences with the Supporting our Neighbours - Public Land Boundary Fencing Program over the 2020 and 2021 financial years. The Wild Dog Fence Extension Project is a \$37.5M project over multiple years aimed at extending the existing fence to reduce threats of livestock loss from wild dogs.

## Economic or other factors affecting operations

The nature of our funding base provides relative protection from the impact of general economic factors that affect the broader economy. Our operational activities are, however, afforded a higher exposure to impacts from climate-related events including floods, bushfires and drought and the COVID-19 pandemic.

We actively manage these risks via clear governance arrangements with our investors, the NSW Government, our State Board and senior executive team. This includes supporting our staff via mental health and resilience training, rotating staff around the state where resources are needed most and adaptively managing on-ground delivery to offset environmental risks.

## Consultants

Local Land Services incurred no expenditure relating to consultancies during the year ended 30 June 2021.

# Finance



# Payment of accounts

## All suppliers

Quarter	Current with-in date	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	Greater than 90 days overdue
September 2020	\$47,572,441	\$815,139	\$10,101	\$92,765	\$7,183
December 2020	\$43,362,927	\$419,107	\$242,725	(\$3,943)	\$1,238,215
March 2021	\$41,100,768	\$1,579,029	\$48,797	\$1,034	\$30,525
June 2021	\$69,350,039	\$6,537,542	\$807,305	\$58,166	\$60,155
<b>Total all suppliers</b>	<b>\$201,386,175</b>	<b>\$9,350,817</b>	<b>\$1,108,927</b>	<b>\$148,022</b>	<b>\$1,336,078</b>

## All small business

Quarter	Current with-in date	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	Greater than 90 days overdue
September 2020	\$2,149,477	\$519,270	\$19,218	\$2,597	\$0
December 2020	\$3,243,961	\$234,201	\$6,677	\$0	\$0
March 2021	\$2,078,187	\$820,335	\$29,474	\$0	\$0
June 2021	\$7,037,840	\$2,157,655	\$564,679	\$26,367	\$8,030
<b>Total all suppliers</b>	<b>\$14,509,464</b>	<b>\$3,731,461</b>	<b>\$611,048</b>	<b>\$28,964</b>	<b>\$8,030</b>

# Funds granted to non-government community organisations

We are committed to supporting the growth of rural and regional communities in NSW by working with non-government organisations to continue growing and protecting primary industries and the environment.

In 2020-21, there were 366 grants in total, administered to 257 non-government community organisations across the 11 regions. The total value of these grants was \$10,809,386 with an average value of \$29,534.

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central Tablelands	Central Tablelands Landcare	10,000	National Landcare Program	Revegetation, propagation and marketing	Landcare Groups
Central Tablelands	Central Tablelands Landcare	9,054	NSW Government	Tube stock	Landcare Groups
Central Tablelands	Lithgow Oberon Landcare Association	10,000	National Landcare Program	Fencing and dripline installation	Landcare Groups
Central Tablelands	Lithgow Oberon Landcare Association	5,000	NSW Government	Asterolasia Buxifolia Conservation Project	Landcare Groups
Central Tablelands	Little River Landcare Group	10,000	National Landcare Program	Fencing rehabilitation	Landcare Groups
Central Tablelands	Mid Lachlan Landcare Inc	3,000	National Landcare Program	Tree planting	Landcare Groups
Central Tablelands	Watershed Landcare Group	17,000	National Landcare Program	Manage high value vegetation	Landcare Groups
Central West	Central West Lachlan Landcare	909	NSW Government	Resilient Communities Small Grant	Landcare Groups
Central West	Condobolin & Districts Landcare Management Committee	909	NSW Government	Resilient Communities Small Grant	Landcare Groups
Central West	Dunedoo Area Community Group Inc	909	NSW Government	Resilient Communities Small Grant	Community Groups
Central West	Narromine Local Aboriginal Lands Council	909	NSW Government	Resilient Communities Small Grant	Aboriginal Communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central West	Quambone Resources Committee Inc	5,000	CWLLS Strategy & Planning Additional Projects	Resilient Communities Small Grant	Community Groups
Central West	Weddin Landcare Steering Committee	909	NSW Government	Resilient Communities Small Grant	Landcare Groups
Greater Sydney	Avifauna	3,400	National Landcare Program	Ramsar wetland shorebird recovery project	Environment Groups
Greater Sydney	Barragal Landcare Group	20,000	NSW Government	Weed control and restoration of Cumberland Plain Woodland	Landcare Groups
Greater Sydney	Blue Tongue Ecosystems	3,150	National Landcare Program	Bushfire recovery, weed control and habitat enhancement	Environment Groups
Greater Sydney	Camden Golf Club	7,700	National Landcare Program	Bushfire weed recovery control	Environment Groups
Greater Sydney	Cattai Hills Environment network	4,473	NSW Government	Weed control and bush regeneration in Cattai Creek	Community Groups
Greater Sydney	Colo Valley Landcare Grup	10,000	NSW Government	Riverbank revegetation	Landcare Groups
Greater Sydney	Ellel Ministries Aus P/L	13,981	NSW Government	Restoration of endangered Sydney Plains Greenhood Orchid	Environment Groups
Greater Sydney	Oceanwatch	1,000	NSW Government	Foreshore ecosystem enhancements	Environment Groups
Greater Sydney	Wader Study Group	3,400	National Landcare Program	World Heritage area swamp restoration	Community Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	AM Howe & GJ Howe	4,900	Other / External	Landholder Incentive Program	Other
Hunter	Adam Barclay Oysters	1,000	National Land-care Program	Apply sustainable farming methods	Industry Groups
Hunter	Adam Barclay Oysters	5,000	National Land-care Program	Transition from fixed and tarred oyster infrastructure	Industry Groups
Hunter	AJ Taylor & TL Taylor	13,192	Hunter Catchment Contribution	Landholder Incentive Program	Other
Hunter	Allyn Paterson Williams Wild Dog Co	6,000	Other / External	Pest management program supported by Hunter Water Corp	Pest Management Group
Hunter	AP Carrigan & P Carrigan	2,210	Hunter Catchment Contribution	Landholder Incentive Program	Other
Hunter	Arkley Holdings P/L	9,068	National Land-care Program	Weed control in Spotted Gum-Ironbark Forest	Other
Hunter	Attila Tot	11,580	National Land-care Program	Weed control and revegetation in Lower Hunter Spotted Gum-Ironbark community	Other
Hunter	Australia's Oyster Coast P/L	1,000	National Land-care Program	Transition from fixed infrastructure to a climate adaptable method	Other
Hunter	B & K Partners, S K Leonard & B Nicol	10,405	Other / External	Riparian riverbank project	Other
Hunter	Biraban Local Aboriginal Land Council	1,600	NSW Government	Cultural Burn Program Scholarship	Aboriginal Communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Blackash Bushfire Consulting	10,000	NSW Government	Cultural Burn Program Scholarship	Aboriginal Communities
Hunter	Bryan Royce	5,190	Other / External	Landholder Incentive Program	Other
Hunter	Clean 4 Shore NSW Inc	7,900	National Landcare Program	Five marine debris clean-up events in the Hunter estuary	Community Groups
Hunter	Colin Wren Oysters P/L	5,000	National Landcare Program	Infrastructure to increase productivity and reduce toxic waste	Other
Hunter	Craig Russell	4,000	National Landcare Program	Infrastructure to benefit productivity and environmental impact	Other
Hunter	D & V Clark	1,407	Other / External	To improve water quality in Sandy Creek	Other
Hunter	D Ashton	10,000	National Landcare Program	Lantana control in Lower Hunter Spotted-Gum Ironbark Forest	Other
Hunter	DE Thomas & P Thomas & PJ Thomas	3,880	Hunter Catchment Contribution	Sub-divide paddock to improve grazing management	Other
Hunter	Decapel P/L	2,287	National Landcare Program	Revegetation of regent honeyeater habitat	Other
Hunter	DH Hardy & JM Hard	21,176	National Landcare Program	In Good Hands: restoring Box Gum and Grey Box Grassy Woodlands	Other
Hunter	DJ Lennon & MJ Lennon	16,720	Hunter Catchment Contribution	Protection and restoration of riverbanks on Wallis Creek	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Double B Agriculture P/L	9,597	Other / External	Fencing out riparian area along the Barrington River	Other
Hunter	EP Finnie & JJ Finnie	8,761	National Land-care Program	Riparian fencing, off-stream watering points, solar pumps	Other
Hunter	Fat Uncle Oysters P/L	5,000	National Land-care Program	Conversion to climate adaptable method of floating bags and tumblers	Other
Hunter	Gary Bruce Johnson	19,534	Hunter Catchment Contribution	Install stock water system to improve pasture utilisation	Other
Hunter	GJ & VM Bowland	1,000	National Land-care Program	Build adjustable long-line with tumblers and deep-water pontoons	Other
Hunter	Glen James Horner	4,880	Other / External	Riparian fencing, revegetation and off-stream watering points	Other
Hunter	Gloucester Chamber of Commerce and Industry Inc	1,000	Other / External	Gloucester Twilight Market	Industry Groups
Hunter	GM Maccallum & LK Maccallum	21,365	Hunter Catchment Contribution	Implement rotational grazing and develop a water system	Other
Hunter	GM Maccallum & LK Maccallum	6,473	Hunter Catchment Contribution	Fence riparian zone to improve water quality and grazing management	Other
Hunter	GM Maccallum & LK Maccallum	5,480	NSW Government	Implement rotational grazing and develop a water system	Other
Hunter	Gundibri P/L	11,550	Other / External	Subdivisional fencing and alternate water supply for sustainable grazing	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Gundy Park Pastoral BB & JM Foye	10,173	Hunter Catchment Contribution	Subdivisional fencing, alternate water supply and vegetation establishment	Other
Hunter	Gwevi P/L	15,500	Other / External	Fence off 1km of Manning River at Dumaresq Island for stock exclusion	Other
Hunter	Hastings Bird Watchers	3,100	National Landcare Program	Shorebird fauna surveys in the Manning estuary	Community Groups
Hunter	HR Browne & Sons P/L	1,000	National Landcare Program	Climate ready aquaculture grant	Other
Hunter	Hunter Dairy Development Group Inc	5,000	Hunter Catchment Contribution	Hunter Dairy Development Group grant funding	Industry Groups
Hunter	Hunter Region Landcare Network Inc	80,000	Hunter Catchment Contribution	Mid Coast to Tops Landcare Connections 2020-22	Environmental Groups
Hunter	Hunter Region Landcare Network Inc	11,000	National Landcare Program	Seed collection and propagation of Box Gum Grassy Woodlands	Environmental Groups
Hunter	Hunter Region Landcare Network Inc	48,900	National Landcare Program	Phase 3 support with post fire and habitat recovery 2021-23	Environmental Groups
Hunter	Hunter Region Landcare Network Inc	21,000	National Landcare Program	Shorebirds awareness	Environmental Groups
Hunter	Hunter Region Landcare Network Inc	23,500	National Landcare Program	MidCoast to Tops Landcare Connections 2020-22	Environmental Groups
Hunter	IK Gant & LJ Gant	20,047	Other / External	Subdivisional fencing, water infrastructure, weed control	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Innovative Process Engineering P/L	20,465	Other / External	Fence out wetland and riparian area	Other
Hunter	J & T Watson	4,800	Other / External	Improve river bank stability and riparian area	Other
Hunter	J Friedrich & AT Simmons	5,960	NSW Government	Protection works for Manning River Helmeted Turtle	Other
Hunter	J Roberts Cowan	9,400	Other / External	Stock exclusion fencing, weed control and revegetation along the Manning River	Other
Hunter	Jarpay P/L	5,000	National Landcare Program	Replacement of tarred rack and rail oyster infrastructure	Other
Hunter	JC & SC Coffey	7,266	National Landcare Program	Regent honeyeater habitat & weed control in Lower Hunter Spotted Gum-Ironbark community	Other
Hunter	JM King	6,260	Other / External	To improve water quality in Quorrobolong Creek	Other
Hunter	Karuah & Great Lakes Landcare	2,000	NSW Government	Holistic soil health field days	Community Groups
Hunter	Karuah & Great Lakes Landcare	2,000	Hunter Catchment Contribution	Improved soil health workshops	Environmental Groups
Hunter	Karuah & Great Lakes Landcare	1,200	Hunter Catchment Contribution	Webinar series on "Making Sense of Soil Tests"	Environmental Groups
Hunter	Kerry John Sattler	2,305	National Landcare Program	Weed control in Spotted Gum plus stock exclusion fencing	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	LA & TA Rudd	1,000	Other / External	Revegetation and soil conservation earthworks	Other
Hunter	Lakeside Oysters P/L	5,000	National Landcare Program	Removal of tarred rack and rail and install floating pontoons	Industry Groups
Hunter	LE & SM Kellett	55,000	Other / External	Riparian fencing, weed control, tree planting along Burrell Creek	other
Hunter	Lemon Tree Passage Oysters P/L	5,000	National Landcare Program	Removal of tarred rack and rail infrastructure, and install floating baskets	Industry Groups
Hunter	LJ & LM Wilkinson	5,700	Hunter Catchment Contribution	Eroding gully into Coulsons Creek from road run-off	Other
Hunter	M De Giolia	1,000	National Landcare Program	Transition to climate adaptable methods of farming	Other
Hunter	M Drury & JL Vlastuin	23,300	NSW Government	Enhance habitat for Manning River helmeted turtle and platypus	other
Hunter	M Hunter	5,000	National Landcare Program	Transition to variable height system of long-line oyster infrastructure	Other
Hunter	Manning Coastcare Group	5,000	National Landcare Program	Shorebird community engagement program	Community Groups
Hunter	Manning Landcare	2,000	NSW Government	Woody Weed Popping Challenge	Community Groups
Hunter	Matm Sunshine P/L	23,213	Other / External	Fencing Bo Bo Creek and install stock watering points	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Mid Coast 2 Tops Landcare Connection	13,531	NSW Government	Improve and protect habitat of the Manning River helmeted turtle	Community Groups
Hunter	Mid Coast 2 Tops Landcare Connection	60,000	NSW Government	Support Landcare groups and member activities	Community Groups
Hunter	Mid Coast 2 Tops Landcare Connection	17,000	National Landcare Program	Support Landcare groups and member activities	Community Groups
Hunter	Mid Coast Dairy Advancement Group	14,000	Other / External	Women in Dairy Taree High Schools Scholarships	Industry Groups
Hunter	Mid Coast Dairy Advancement Group	10,223	Other / External	Support for key communication activities of the group	Industry Groups
Hunter	Mid Coast Dairy Advancement Group	9,777	NSW Government	Support for key communication activities of the group	Industry Groups
Hunter	Mindaribba Local Aboriginal Land Council	68,500	National Landcare Program	Manage illegal access to regent honeyeater habitat in Aboriginal owned reserves Cessnock	Aboriginal Communities
Hunter	MM Hopkinson	7,500	National Landcare Program	Weed control and revegetation of Regent Honeyeater habitat	Other
Hunter	Morris Oysters P/L	5,000	National Landcare Program	Remove old oyster infrastructure to floating infrastructure.	Industry Groups
Hunter	Mos Family Superannuation Fund	7,951	Hunter Catchment Contribution	Fencing, weed control and riparian management along Paterson River	Other
Hunter	Murra Country Inc	2,000	Hunter Catchment Contribution	Host NSW Sustainable Communities Tidy Towns Awards in Murrundi	Environmental Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	N Watson	22,027	Other / External	Install improved stock water supply system, subdivisional and riparian fencing	Other
Hunter	North West Ecological Services	23,970	Hunter Catchment Contribution	Hunter River short necked turtle surveys	Industry Groups
Hunter	Nursery & Garden Industry NSW & ACT	60,000	Biosecurity (Rates)	Plant Sure Partnership engagement workshops	Industry Groups
Hunter	Oyster Bay NSW P/L	5,000	National Landcare Program	Introduce climate adaptable methods of farming	Other
Hunter	P Carpenter	4,247	National Landcare Program	Lantana & Weed Control in Lower Hunter Spotted Gum Forest	Other
Hunter	Pacific Palms Public School	2,000	NSW Government	"Flavour of the Palms" community cook book	Community Groups
Hunter	PC Iverson	13,320	NSW Government	Erosion control, rotational grazing system and stock water	Other
Hunter	Picture You in Agriculture	22,000	Hunter Catchment Contribution	20/21 Archibull Prize and professional development workshops	Other
Hunter	Prudential Equity Investments JC & FA Maher	7,800	Hunter Catchment Contribution	Fencing and revegetation along Bedding Down Creek	Other
Hunter	R Leslie & LF Farley	5,000	National Landcare Program	Install floating bags and longline infrastructure	Other
Hunter	R & T Pengelly	3,687	National Landcare Program	Revegetation to support regent honeyeater habitat	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Ralston Oysters - DJ & PD Ralston	5,000	National Landcare Program	Replace tarred rack and rail oyster infrastructure	Other
Hunter	RJ Blain	11,948	Other / External	To improve water quality in Congewai Creek	Other
Hunter	RJ Wilkinson	10,500	Hunter Catchment Contribution	Fence and revegetate parts of Coulsons Creek	Other
Hunter	Rocking Chair Farm - J Monaghan & AJ Smith	10,193	Hunter Catchment Contribution	Implement holistic and regenerative practices	Other
Hunter	Rockwell Livestock - HL & TM Inder	3,272	National Landcare Program	Install stock proof fencing and plant native trees in revegetation laneways	Other
Hunter	Rod Zemanek	25,541	Other / External	Landholder Incentive Program	Other
Hunter	Rod Zemanek	25,541	Hunter Catchment Contribution	Landholder Incentive Program	Other
Hunter	Royce Superannuation Fund	5,190	Other / External	Stock and wetland fencing	Other
Hunter	SW & L M Gordon	3,118	Other / External	Fence out wetland and Branch River from stock	Other
Hunter	Seaham Park & Wetlands Committee	2,000	NSW Government	Signage for waterbird identification - Seaham Swamp	Community Groups
Hunter	Taree Indigenous Development & Employment Ltd	50,000	Other / External	Plastic Pollution Reduction Project	Aboriginal Communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Taree Indigenous Development & Employment Ltd	10,000	NSW Government	Plastic Pollution Reduction Project	Aboriginal Communities
Hunter	Taree Indigenous Development & Employment Ltd	3,200	National Landcare Program	2019-20 TIDE Cultural Burn Scholarships	Aboriginal Communities
Hunter	Taree Universities Campus Ltd	20,000	Other / External	Sponsorship of 2021-2023 Scholarship Program	Other
Hunter	The Great Lakes Food Trail Inc	2,000	NSW Government	Tours and workshops on sustainable ag practice	Community Groups
Hunter	The Great Lakes Food Trail Inc	2,000	Hunter Catchment Contribution	Tours and workshops sustainable and regenerative agricultural practices	Industry Groups
Hunter	The Perfect Oyster Soissar P/L	5,000	National Landcare Program	Replace tarred rack and rail oyster infrastructure	Industry Groups
Hunter	The University of Newcastle	30,000	Other / External	Habitat-fishery linkages in the Manning Estuary	Other
Hunter	The University of Newcastle	10,000	Hunter Catchment Contribution	Land and Culture Festival 2019/2020	Other
Hunter	The University of Newcastle	5,000	National Landcare Program	Shorebird surveys - Port Stephens and Hunter Estuary	Other
Hunter	Tomkat Pastoral P/L	26,420	NSW Government	Fence gullies and creeks, rotation grazing within Wallis Lake Catchment	Other
Hunter	Trio Angus	27,825	Hunter Catchment Contribution	To improve the waterway health of Ironbark Creek	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	TTF Affordable Homes No 1 Trust	3,000	Hunter Catchment Contribution	Fence headwaters of Pages River & off stream watering	Other
Hunter	TTF Jenkins-Smith Family Super Fund	5,550	Other / External	Fence out wetland and river areas	Other
Hunter	TTF Tamplin Family Trust	16,500	NSW Government	Transitioning property towards regenerative rotation grazing	Other
Hunter	University of New South Wales	20,000	Hunter Catchment Contribution	Investigate impact of climate change on floodplain agriculture and wetlands	Other
Hunter	University of Sunshine Coast	20,000	Other / External	Oyster restoration planning and prioritisation	Other
Hunter	W Salvestro	72,000	Other / External	Improve riparian habitat & implement sustainable grazing	Other
Hunter	Wallings Pastoral Co P/L	13,000	Hunter Catchment Contribution	Bencing, toe protection, revegetation and fencing of Krui River	Other
Hunter	Wallings Pastoral Co P/L	17,475	Hunter Catchment Contribution	Revegetation, fencing and provide off-stream watering	Other
Hunter	Wanaruah Local Aboriginal Land Council	1,000	Hunter Catchment Contribution	Cultural Burn Scholarship	Aboriginal Communities
Hunter	Wanaruah Local Aboriginal Land Council	500	NSW Government	Cultural Burn Scholarship	Aboriginal Communities
Hunter	Wanaruah Local Aboriginal Land Council	100	National Landcare Program	Cultural Burn Scholarship	Aboriginal Communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Hunter	Wollombi Valley Landcare Group Inc	30,000	NSW Government	Community Weed Control Wollombi	Community Groups
Hunter	Yarrabin Cultural Connections P/L	24,940	National Landcare Program	Cultural Burns in Box Gum Grassy Woodland on the Merriwa Plateau	Aboriginal Communities
Hunter	YJ Salmon	11,800	Other / External	Project proposes to improve water quality in Congewai Creek	Other
Murray	Corowa District Landcare	113,000	NSW Government	Improve the condition, extent and connectivity of Grassy Woodlands	Landcare Groups
Murray	Corowa District Landcare	9,000	NSW Government	Wild orchids project promotion and community planting days	Landcare Groups
Murray	Cummeragunja Local Aboriginal Land Council	4,252	National Landcare Program	Removal of woody weeds	Aboriginal Communities
Murray	Edwards Wakool Angling Association	15,000	NSW Government	Streambank revegetation in the Edward River ski zone	Community Groups
Murray	Edwards Wakool Angling Association	20,000	NSW Government	Deniliquin Lagoons Community Restoration Project	Community Groups
Murray	Holbrook Landcare Group	10,000	National Landcare Program	Landcare activities in Murray Region	Landcare Groups
Murray	Holbrook Landcare Group	213,000	NSW Government	Improve the condition, extent and connectivity of Grassy Woodlands	Landcare Groups
Murray	Holbrook Landcare Group	5,000	National Landcare Program	Support volunteers attend Landcare conferences	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Jingellic & District Pastoral, Agricultural and Horticultural Society	5,000	NSW Government	Engage beef producers with industry's goals of becoming carbon neutral by 2030.	Industry Groups
Murray	Parklands Albury Wodonga	27,500	NSW Government	Wild orchids fencing, site prep and community planting days	Landcare Groups
Murray	Petaurus Education Group	15,000	NSW Government	Connect Aboriginal youth with Elders to capture stories	Community Groups
Murray	South West Arts Inc	6,000	National Landcare Program	Plains-wanderer art exhibition project	Community Groups
Murray	Southern Growers Inc	12,000	NSW Government	Workshops and case studies on effective use of irrigation water	Industry Groups
Murray	The Yanko Creek & Tributa	4,700	NSW Government	Event to promote creek health and platypus in the Yanko Creek System	Environmental Groups
Murray	Water Creek Wildlife Refuge	5,000	NSW Government	Pest animal, weed control and livestock welfare on bushfire affected properties	Environmental Groups
Murray	West Hume Landcare Inc	113,000	NSW Government	Improve the condition, extent and connectivity of Grassy Woodlands	Landcare Groups
Murray	Western Murray Land Improvement Group Inc	1,500	National Landcare Program	50th anniversary of the Ramsar convention at the Pollack Swamp	Landcare Groups
Murray	Western Murray Land Improvement Group Inc	20,000	NSW Government	Increase capacity of dryland pasture systems in southern NSW	Landcare Groups
North Coast	ACU-Punch P/L trading as Raspberry Creek Farm	10,000	NSW Government	Horticulture irrigation system improvement project	Industry Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North Coast	Andrew Turbill	7,920	National Landcare Program	Monitoring and reporting for the bell miner associated dieback program	Environmental Groups
North Coast	Atwal Family Trust	10,000	NSW Government	Horticulture irrigation system improvement project	Industry Groups
North Coast	Bellingen Bush Regenerators	47,245	National Landcare Program	Training to manage Bell Miner Associated Dieback	Landcare Groups
North Coast	Bellinger Landcare	30,000	National Landcare Program	Bell miner associated dieback and eucalypt forest health	Environmental Groups
North Coast	Bellinger Landcare	3,000	National Landcare Program	"Birds, bugs and burning" - information session bell miner associated dieback	Environmental Groups
North Coast	Bellinger Landcare	50,000	NSW Government	Bushfire affected weed management and control	Landcare Groups
North Coast	Bellinger Landcare	16,125	National Landcare Program	Bellinger River snapping turtle recovery support	Landcare Groups
North Coast	Birdlife Australia	7,500	National Landcare Program	Threatened species Rufous scrub-bird in bushfire affected areas	Environmental Groups
North Coast	Border Ranges Richmond Valley Landcare Network Inc	20,185	NSW Government	Bushfire affected weed management and control	Landcare Groups
North Coast	Border Ranges Richmond Valley Landcare Network Inc	200,000	NSW Government	Post fire recovery of threatened ecological communities on private lands	Community Groups
North Coast	Bunyah Local Aboriginal Land Council	50,000	NSW Government	Weed control on sensitive Aboriginal sites	Aboriginal communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North Coast	Casino Boolangle Local Aboriginal Land Council	49,495	NSW Government	Weed control on sensitive Aboriginal sites	Aboriginal Communities
North Coast	Clarence Landcare	213,875	NSW Government	Weed control on sensitive Aboriginal sites	Landcare Groups
North Coast	Clarenza Pastoral	26,000	NSW Government	Carbon farming investigations	Industry Groups
North Coast	Coffs Harbour and District Local Aboriginal Land Council	20,000	NSW Environmental Trust	Transformer weed threats in coastal floodplain threatened ecological communities	Aboriginal Communities
North Coast	Coffs Harbour and District Local Aboriginal Land Council	30,000	National Landcare Program	Bell miner associated dieback and eucalypt forest health	Environmental Groups
North Coast	Coffs Harbour and District Local Aboriginal Land Council	50,000	NSW Government	Weed control on sensitive Aboriginal sites	Aboriginal Communities
North Coast	Coffs Harbour and District Local Aboriginal Land Council	50,000	NSW Government	Weed control on sensitive Aboriginal sites	Aboriginal Communities
North Coast	Coffs Harbour Regional Landcare	36,000	NSW Government	Erosion focused, soil management projects on blueberry farms	Industry Groups
North Coast	Conservation Volunteers Australia	4,700	NSW Environmental Trust	Upper Richmond River Rehabilitation	Environmental Groups
North Coast	David Fell Environmental P/L	42,500	Australian Government	Vegetation monitoring to support Eastern Bristlebird	Environmental Groups
North Coast	Fig Forest	6,292	National Landcare Program	Threatened Ecological Community recovery project in the Lower Clarence	Environmental Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North Coast	Gumbaynggirr Weno-nah Head Aboriginal Corporation	49,000	NSW Govern-ment	Weed control on sensi-tive Aboriginal sites	Aboriginal Communities
North Coast	Madhima Gulgan Com-munity Association	11,000	NSW Environ-mental Trust	Transformer weed threats in coastal flood-plain threatened ecolog-ical communities	Aboriginal Communities
North Coast	Nambucca Valley Land-care	3,000	National Land-care Program	"Birds, bugs and burn-ing" - information session bell miner associated dieback	Environmental Groups
North Coast	Proustwest Bushland Services	3,120	National Land-care Program	Work associated the bell miner associated dieback program	Environmental Groups
North Coast	Richmond Landcare	163,780	NSW Govern-ment	Weed management and control activities in bush-fire affected areas	Landcare Groups
North Coast	Sidhu Farms Australia Pty Ltd	10,000	NSW Govern-ment	Horticulture irrigation system improvement project	Industry Groups
North Coast	South West Rocks Ab-original Corporation	49,880	NSW Govern-ment	Weed control on sensi-tive Aboriginal sites	Aboriginal Communities
North Coast	Stringybark Ecological	7,984	Australian Gov-ernment	Reseed and enhance grassy ground layer in open wet-sclerophyll forests at Border Ranges	Environmental Groups
North Coast	The Clarence Environ-ment Centre Inc	70,000	NSW Govern-ment	Protect priority terrestrial ecosystems in Upper Coldstream Biodiversity hotspot	Environmental Groups
North Coast	Thungutti Local Ab-original Land Council	50,000	NSW Govern-ment	Weed control on sensi-tive Aboriginal sites	Aboriginal Communities
North Coast	Tweed Landcare	32,615	NSW Govern-ment	Weed management and control activities in bush-fire affected areas	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North Coast	Yaegl Traditional Owners Aboriginal Corporation	4,500	NSW Environmental Trust	Addressing transformer weed threats - Somervale TSR bush regeneration services	Aboriginal Communities
North Coast	Yaegl Traditional Owners Aboriginal Corporation	18,000	National Landcare Program	Construct and monitor nest boxes on Yaegl Country of arboreal mammals and forest birds.	Aboriginal Communities
North Coast	Yaegl Traditional Owners Aboriginal Corporation	41,400	NSW Environmental Trust	Cultural burning project to support Yaegl Traditional Owners	Aboriginal Communities
North Coast	Yaegl Traditional Owners Aboriginal Corporation	49,750	NSW Government	Weed control on sensitive Aboriginal sites	Aboriginal communities
North Coast	Yaegl Traditional Owners Aboriginal Corporation	30,000	NSW Government	Protect priority terrestrial ecosystems in Upper Coldstream Biodiversity hotspot	Aboriginal Communities
North Coast	Yuragir Landcare Group	5,000	NSW Government	Protect priority terrestrial ecosystems in Upper Coldstream Biodiversity hotspot	Landcare Groups
North West	Armidale Tree Group	14,631	National Landcare Program	Regent honeyeater habitat revegetation along Eulah Creek at Rosemont	Environmental Groups
North West	Armidale Tree Group	29,600	National Landcare Program	Gunnedah revegetation project for threatened species and ecological communities	Environmental Groups
North West	Birdlife Australia Ltd	18,357	National Landcare Program	Monitoring and control of noisy miner to reduce impact on regent honeyeater	Environmental Groups
North West	Northern Slopes Landcare Association	210,000	Biosecurity (Rates)	North West Priority Cacti Control Program	Landcare Groups
North West	Northern Slopes Landcare Association	69,341	National Landcare Program	Regional Landcare Facilitator project	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North West	Northern Slopes Landcare Association	16,875	National Landcare Program	Adoption of sustainable land management practices	Landcare Groups
North West	Northern Slopes Landcare Association	4,500	National Landcare Program	Holistic decision-making Training	Landcare Groups
North West	Northern Slopes Landcare Association	73,000	Biosecurity (Rates)	Roving Trapper Program - integrated wild dog control work	Landcare Groups
North West	Tamworth Regional Landcare Association	69,341	National Landcare Program	Regional Landcare Facilitator project	Landcare Groups
North West	Tamworth Regional Landcare Association	10,490	National Landcare Program	Revegetation and awareness of Brigalow Woodland on Moore Creek and Bective Reserves	Landcare Groups
North West	Tamworth Regional Landcare Association	33,000	NSW Government	Back Creek Rehabilitation project	Landcare Groups
North West	Upper Mooki Landcare Inc	20,000	NSW Government	Upper Mooki rehydration project	Landcare Groups
North West	Wallabadah Racecourse Reserve Land Manager	17,000	NSW Government	Rehabilitation of water gully at Wallabadah Racecourse to limit erosion	Community Groups
North West	Yarrie Lake & Merimbourough Landcare Group	19,750	National Landcare Program	Adoption of sustainable and management practices	Landcare Groups
North West	Lightning Ridge Local Aboriginal Land Council	4,000	NSW Government	Community Traditional Garden	Aboriginal Communities
Northern Tablelands	Amaroo LALC	15,000	NSW Government	Weeds, animal welfare and pest animal activities	Aboriginal Communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Northern Tablelands	Ashford LALC	10,566	NSW Government	Fencing Project	Aboriginal Communities
Northern Tablelands	GLENRAC Landcare	136,866	NSW Government	Bushfire recovery, small on-farm incentives and animal welfare project	Landcare Groups
Northern Tablelands	GLENRAC Landcare	24,670	National Landcare Program	National Park invasive weed work	Landcare Groups
Northern Tablelands	GLENRAC Landcare	7,500	National Landcare Program	Priority local weeds booklet	Landcare Groups
Northern Tablelands	GLENRAC Landcare	15,864	National Landcare Program	Black Mountain Chilean Needle Grass project.	Community Groups
Northern Tablelands	Granite Borders Landcare	104,500	NSW Government	Bushfire recovery, small on-farm incentives and animal welfare project	Community Groups
Northern Tablelands	Granite Borders Landcare	27,140	National Landcare Program	National Park invasive weed work	Landcare Groups
Northern Tablelands	Granite Borders Landcare	10,000	National Landcare Program	Black Mountain Chilean needle grass project	Landcare Groups
Northern Tablelands	GWYMAC Landcare	106,000	NSW Government	Bushfire recovery, small on-farm incentives and animal welfare project	Landcare Groups
Northern Tablelands	GWYMAC Landcare	12,000	National Landcare Program	Integrity Soils work	Landcare Groups
Northern Tablelands	Jobling & Kelman	5,000	NSW Government	Training and events to improve natural resources	Aboriginal Communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Northern Tablelands	Sth New England Landcare	12,630	NSW Government	Bushfire recovery, small on-farm incentives and animal welfare project	Landcare Groups
Northern Tablelands	Sth New England Landcare	9,500	National Landcare Program	Pasture plants of the slopes and tablelands of NSW: a field guide to the recognition and attributes of 70 plants.	Landcare Groups
Northern Tablelands	Sth New England Landcare	15,864	NSW Government	Monitor vulnerable birds of prey species	Community Groups
Northern Tablelands	Tamworth LALC Banbai Business Enterprise Inc	16,666	NSW Government	Bushfire recovery, small on-farm incentives and animal welfare project	Aboriginal Communities
Northern Tablelands	Thunggutti LALC	25,000	NSW Government	Weeds, animal welfare and pest animal activities	Aboriginal Communities
Riverina	Brungle-Tumut Local Aboriginal Land Council	20,000	National Landcare Program	Engage First Nations people to work on Country through cultural burning	Aboriginal Communities
Riverina	Brungle-Tumut Local Aboriginal Land Council	4,000	NSW Environmental Trust	Undertake a cultural burn on the Top Gobaralong TSR	Aboriginal Communities
Riverina	Digital Storytellers Ltd	12,000	National Landcare Program / NSW Government	Digital case studies on the Malleefowl, Re-awakening Indigenous Placenames and bushfire recovery projects	Other
Riverina	Greening Australia	19,360	NSW Environmental Trust	Saving Swift Parrots and Threatened Woodland Species' project	Environment Groups
Riverina	Hay Inc	5,000	Biosecurity (Rates)	NRM training module including paddock walk and local landholder discussion	Environment Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Riverina	Murray Wildlife P/L	57,346	National Landcare Program	Monitoring of Australasian bittern populations and breeding in rice paddys	Consultants
Riverina	Nari Nari Tribal Council	11,961	NSW Government	Reversal of paddock tree decline and improve natural farm assets	Aboriginal Communities
Riverina	NSW Malleefowl Recovery Group	5,000	National Landcare Program	Volunteer training and annual Malleefowl mound monitoring program	Environment Groups
Riverina	South West Arts Inc	7,200	National Landcare Program	Threatened Species of the Riverina art exhibition	Community Groups
Riverina	West Wyalong Local Aboriginal Land Council	15,000	NSW Government	Re-awakening Indigenous Placenames Project	Aboriginal Communities
South East	Australian River Restoration Centre	40,000	Other / External	Bushfire Recovery Funding - Bumbalong blackberry	Environmental Groups
South East	Batemans Bay Local Aboriginal Land Council	29,700	NSW Government	Bushfire Recovery - pest animal assessments	Landcare Groups
South East	Batemans Bay Local Aboriginal Land Council	7,000	National Landcare Program	Managing spiny rush in Moruya Floodplain	Aboriginal Communities
South East	Bee Business	2,894	National Landcare Program	Native Bee workshop delivery	Landcare Groups
South East	Bega Beef Cooperative	6,600	NSW Government	Partnership to deliver sheep health program	Industry Groups
South East	Bega Local Aboriginal Land Council	28,538	NSW Government	Broad scaled fox baiting on forested Aboriginal land	Aboriginal Communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Bega Local Aboriginal Land Council	33,110	NSW Government	Support cultural burnign team increase female participation	Aboriginal Communities
South East	Bega Valley Shire Council	135,327	Other / External	Marine Estate Stage 2 - Whittles Road	Industry Groups
South East	Bega Valley Shire Council	78,000	NSW Government	Bushfire recovery weed management partnership	Industry Groups
South East	Bega Valley Shire Council	65,126	NSW Government	MEMS roads and tracks - sealing of Blackfellows Lake Road	Industry Groups
South East	Black Duck Foods Ltd	15,000	NSW Government	Yuin Women's Yam Project	Other
South East	Boorowa Community Landcare Grazing Group	15,000	National Landcare Program	Regenerative grazing group meetings and workshops	Landcare Groups
South East	Boorowa Community Landcare Group	9,000	NSW Environmental Trust	Undertake baseline Rapid Biodiversity Assessment Methodology monitoring	Landcare Groups
South East	Bowling - Bookham Landcare Grazing Group	5,025	National Landcare Program	Regenerative grazing group meetings and workshops	Landcare Groups
South East	Bush Heritage Australia	22,000	National Landcare Program	Improve habitat in Murrumbidgee River for Macquarie perch	Landcare Groups
South East	Capital Small Farms Network	4,400	NSW Environmental Trust	Delivery of pig and alpaca biosecurity and management webinars	Industry Groups
South East	Capital Small Farms Network	3,000	National Landcare Program	Monitoring event "Filling the Bare Patches" project	Industry Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Charles Sturt University	40,000	National Landcare Program	Monaro Region Soil Carbon Project	Other
South East	Dept. of Planning, Industry & Environment	27,000	Other / External	Marine Estate monitoring 2020-21	Industry Groups
South East	Eden Local Aboriginal Land Council	12,350	NSW Government	A cultural burning workshop at Jigamy Farm	Aboriginal Communities
South East	Eurobodalla Shire Council	103,000	NSW Government	Bushfire recovery weed management partnership	Industry Groups
South East	Far South Coast Conservation Management Network	909	Other / External	Bushfire recovery works	Environmental Groups
South East	Far South Coast Dairy Development Group	22,000	NSW Government	Feed testing program partnership	Industry Groups
South East	Far South Coast Landcare Association	5,000	National Landcare Program	Raising awareness of saltmarsh through workshops	Landcare Groups
South East	Far South Coast Landcare Association	30,000	NSW Government	Feral cat control partnership	Landcare Groups
South East	Far South Coast Landcare Association	20,000	NSW Government	Far South Coast weed control and survey of coastal weeds from Wonboyn to Potato Point	Landcare Groups
South East	Firesticks Alliance	28,514	NSW Government	Bushfire fighting training for Murrah Flora Reserve Cultural Fire Project	Aboriginal Communities
South East	Friends of the Brush Tailed Rock Wallaby	10,000	National Landcare Program	Fox control to protect the brush-tailed rock wallaby in Shoalhaven	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Hovells Creek Landcare Group	29,045	NSW Government	Soil erosion control project	Landcare Groups
South East	Illawarra Local Aboriginal Landcare Council	8,400	National Landcare Program	Revegetation and weed management on Wildes Meadow Creek	Aboriginal Communities
South East	Illawarra Shoalhaven Joint Organisation	10,000	NSW Government	Program of works to contain and eradicate parthenium weed	Community Groups
South East	Kiama City Council	8,000	NSW Government	Minnamurra River western bank stabilisation works	Industry Groups
South East	Kiama City Council	11,750	NSW Government	Hyams Creek Revival Project	Industry Groups
South East	Monaro Farming Systems	20,000	NSW Government	Support MFS to facilitate practice change and industry improvement	Industry Groups
South East	Murrumbateman Landcare	4,300	NSW Government	Community nursery upgrades	Landcare Groups
South East	NSW Crimestoppers	32,000	NSW Government	Crime Stoppers campaign against online trade of weedy species	Other
South East	Numeralla and District Landcare Group	21,000	Other / External	A Helping Hand - NSW Bushfire Recovery Program	Landcare Groups
South East	Queanbeyan Palerang Regional Council	17,000	NSW Government	QPRC Small Grants Program - video - vehicle hygiene	Industry Groups
South East	Queanbeyan Palerang Regional Council	19,500	NSW Government	Assessment for weeds on priority environmental sites	Industry Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Queanbeyan Palerang Regional Council	20,000	NSW Government	Beta weed tool development	Industry Groups
South East	Sapphire Coast Wilderness Oysters	10,000	NSW Government	Partnership to promote the oyster industry	Environmental Groups
South East	Shoalhaven City Council	78,380	NSW Government	Water quality improvements - Wharf Road and Springs Road carpark	Industry Groups
South East	Shoalhaven City Council	60,000	NSW Government	"Weeds After Fire" - bushfire recovery program	Industry Groups
South East	Shoalhaven City Council	10,000	NSW Government	Parthenium weed control works	Industry Groups
South East	Shoalhaven City Council	13,000	Biosecurity (Rates)	Ecological surveys post detection of a cane toad in Milton	Industry Groups
South East	Shoalhaven Landcare	10,000	National Landcare Program	Installation of artificial habitat for broad-headed snake	Landcare Groups
South East	Snowy Monaro Regional Council	15,000	NSW Government	Drone image library development for weed management	Industry Groups
South East	Snowy Monaro Regional Council	5,000	NSW Government	SMRC Training and Upskill Project	Industry Groups
South East	Snowy Monaro Regional Council	12,000	NSW Government	"Cleaning up Weeds" project	Industry Groups
South East	Snowy Monaro Regional Council	24,000	NSW Government	A Helping Hand - NSW Bushfire Recovery Program	Industry Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Snowy Monaro Regional Council	40,514	NSW Government	To prevent the incursion and further spread of non-endemic weeds	Industry Groups
South East	Snowy Monaro Regional Council	97,100	NSW Government	A Helping Hand - NSW Bushfire Recovery Program	Industry Groups
South East	South Coast Beef Producers Association	2,500	NSW Government	2021 School Steer Spectacular	Industry Groups
South East	South Coast NSW Aboriginal Elders	13,000	National Landcare Program	Cultural burning workshop on site impacted by the Currowan bushfire	Aboriginal Communities
South East	South Coast Producers Association	5,000	NSW Government	Improved animal health and welfare outcomes post bushfires	Industry Groups
South East	South East Landcare	15,000	National Landcare Program	Delivery of South East Local Leaders Program 2021	Landcare Groups
South East	Towamba Landcare	50,000	Other / External	Bushfire recovery: Towamba Landcare Weed Control Project	Landcare Groups
South East	Twofold Aboriginal Corporation	30,000	NSW Government	Jigamy Cultural Landscapes Project	Aboriginal Communities
South East	Ulladulla Local Aboriginal Land Council	25,700	NSW Government	Bushfire recovery cultural burning workshop	Aboriginal Communities
South East	University of Newcastle	23,400	National Landcare Program	Monitoring saltmarsh recovery at Shoalin Temple	Other
South East	Upper Murrumbidgee Landcare	15,000	National Landcare Program	Weed control activities at Bredbo and Dromore to improve Macquarie perch habitat	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Upper Murrumbidgee Landcare	30,200	Other / External	A Helping Hand - NSW Bushfire Recovery Program	Landcare Groups
South East	Upper Shoalhaven Landcare	12,000	National Landcare Program	Weed and erosion works along the Mongarlowe River	Landcare Groups
South East	Upper Snowy Landcare Network	14,300	NSW Government	Bushfire recovery funding to control of feral animals in the Upper Snowy River	Landcare Groups
South East	Upper Snowy Landcare Network	4,575	NSW Government	Development and printing of a native revegetation planting guide	Landcare Groups
South East	Wagonga Local Aboriginal Land Council	9,168	National Landcare Program	Pest animal removal targeting carp and monitoring for redfin	Aboriginal Communities
South East	Wingecarribee Shire Council	15,000	NSW Government	Coolatai grass project delivery and eradicate it from a burned area	Industry Groups
South East	Wollongong City Council	20,610	NSW Government	MEMS initiative - river-bank stabilisation works	Industry Groups
South East	Wollongong City Council	20,610	NSW Government	Revegetation of Brookes Creek and lower sections of Barron Gully	Industry Groups
State Programs	Boorowa Community Landcare Group	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Central Tablelands Landcare Inc	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Central West Lachlan Landcare	131,915	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
State Programs	City of Canterbury Bankstown	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Condobolin & Districts Landcare	32,349	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Coonamble Neighbourhood Centre	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Corowa District Landcare	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Dunedoor Area Community Group Inc	32,349	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Far Coast Landcare Association	107,953	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups
State Programs	GLENRAC Inc	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Granite Borders Landcare Committee	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Greater Sydney Landcare Network Inc	107,830	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups
State Programs	Gunning District Landcare Inc	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	GWYMAC Inc	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
State Programs	Holbrook Landcare Network	131,915	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups
State Programs	Hovells Creek Landcare Group	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Hunter Region Landcare Network Inc	203,245	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators and Regional Award bursary	Landcare Groups
State Programs	Lake Cowal Foundation Ltd	32,349	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Landcare Illawarra	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Little River Landcare Group	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Mid Coast 2 Tops Landcare Connection	149,330	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators and Regional Award bursary	Landcare Groups
State Programs	Mid Lachlan Landcare Inc	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Mid Macquarie Landcare Inc	12,940	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Murrumbidgee Landcare Association	347,575	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinator	Landcare Groups
State Programs	North Coast Regional Landcare	482,363	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
State Programs	North West Plains Sustainability	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Northern Slopes Landcare Association	85,872	NSW Government	2019-2023 NSW Landcare Program and Regional Award bursary	Landcare Groups
State Programs	Ocean Watch Australia	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Petaurus Education Group	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Ricegrowers Association of Australia	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Shoalhaven Landcare Association Inc	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Sth New England Landcare	80,872	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Tamworth Regional Landcare Association	185,830	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups
State Programs	Tweed Landcare Association	5,000	NSW Government	2022 NSW Landcare and LLS Conference planning support	Landcare Groups
State Programs	Upper Lachlan Landcare Inc	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Upper Murrumbidgee Landcare	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
State Programs	Upper Shoalhaven Landcare Council	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Upper Snowy Landcare Network	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Watershed Landcare Group Inc	131,915	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups
State Programs	Weddin Landcare Steering Committee	32,349	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Western Landcare Inc	347,575	NSW Government	2019-2023 NSW Landcare Program - Local and Regional Coordinators	Landcare Groups
State Programs	Western Murray Land Improvement	53,915	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
State Programs	Yass Area Network of Landcare	29,953	NSW Government	2019-2023 NSW Landcare Program	Landcare Groups
Western	Bogan Baiters Incorporated	1,000	Biosecurity (Rates)	Assist with establishment costs for a local pest management group	Pest Management Group
Western	Bottle Bend Reserve Land Manager	21,120	NSW Government	Protect riparian vegetation and cultural values at Bottle Bend Reserve	Aboriginal Communities
Western	Culpra Milli Aboriginal Corporation	8,800	NSW Government	Development of regenerative farm plan for Culpra Station.	Aboriginal Communities
Western	Gol Gol Public School	5,126	National Landcare Program	School tours with Discovery Rangers of the Mungo National Park	Other

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Western	Taragara Aboriginal Corporation	2,000	NSW Government	Yarning Online on Country	Aboriginal Communities
Western	Western Landcare NSW Inc.	135,000	National Landcare Program	Rabbit control works in the Willandra Lakes Region World Heritage Area	Landcare Group
Western	Western Landcare NSW Inc.	16,000	National Landcare Program	Improving drainage systems, reducing erosion and rehydrating landscapes	Landcare Group
Western	Winangakirri Aboriginal Corporation	3,500	NSW Government	Understand erosional processes at Mawonga to protect Aboriginal cultural sites.	Aboriginal Communities



# Local Land Services

## Financial Statements

For the year ended 30 June 2021

# Local Land Services



## STATEMENT BY BOARD MEMBERS

Pursuant to Section 7.6(3) of the *Government Sector Finance Act 2018* (GSF Act), we state that these financial statements

- (a) have been prepared in accordance with the Australian Accounting Standards and any other requirements specified by the GSF Act, the regulations or the Treasurer's directions, and
- (b) present fairly the financial position, financial performance and cash flows of Local Land Services.

For and on behalf of the Local Land Services Board

.....  
Chair  
Local Land Services Board

Dated: 5 October 2021

.....  
Board Member  
Local Land Services Board

Dated: 5 October 2021

This page is unaudited.



## INDEPENDENT AUDITOR'S REPORT

### Local Land Services

To Members of the New South Wales Parliament

### Opinion

I have audited the accompanying financial statements of Local Land Services (the LLS), which comprises the Statement by the Board Members, the Statements of Comprehensive Income for the year ended 30 June 2021, the Statements of Financial Position as at 30 June 2021, the Statements of Changes in Equity and the Statements of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information of the LLS and the consolidated entity. The consolidated entity comprises the LLS and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the LLS and the consolidated entity

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the LLS and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Board's Responsibilities for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulations and Treasurer's Directions. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the LLS and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the LLS or the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Min Lee  
Director Financial Audit

Delegate of the Auditor-General for New South Wales

8 October 2021  
SYDNEY

LOCAL LAND SERVICES  
STATEMENTS OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	Notes	Consolidated			Parent	
		Actual	Budget	Restated	Actual	Restated
		2021 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Expenses excluding losses</b>						
Operating expenses						
Employee related	2(a)	118,776	130,378	121,281	-	-
Personnel services	2(b)	-	-	-	118,776	121,281
Other operating expenses	2(c)	94,939	102,425	81,821	94,939	81,821
Depreciation and amortisation	2(d)	11,897	8,102	11,406	11,897	11,406
Grants and subsidies	2(e)	39,227	140,670	71,558	39,227	71,558
Finance costs	2(f)	541	968	664	541	664
<b>Total expenses excluding losses</b>		<b>265,380</b>	<b>382,543</b>	<b>286,730</b>	<b>265,380</b>	<b>286,730</b>
<b>Revenue</b>						
Sale of goods and services	3(a)	86,177	78,472	80,938	86,177	80,938
Investment revenue	3(b)	945	508	852	945	852
Grants and contributions	3(c)	170,009	278,569	197,827	171,777	203,148
Acceptance by the Crown of employee benefits and other liabilities	3(d)	1,768	4,714	5,321	-	-
Other revenue	3(e)	8,491	18,539	6,837	8,491	6,837
Rates	3(f)	(1)	526	(20)	(1)	(20)
<b>Total revenue</b>		<b>267,389</b>	<b>381,328</b>	<b>291,755</b>	<b>267,389</b>	<b>291,755</b>
<b>Operating result</b>		<b>2,009</b>	<b>(1,215)</b>	<b>5,025</b>	<b>2,009</b>	<b>5,025</b>
<b>Gain on disposal</b>	4(a)	177	-	207	177	207
<b>Impairment losses</b>	4(b)	(243)	-	(180)	(243)	(180)
<b>Net result</b>		<b>1,943</b>	<b>(1,215)</b>	<b>5,052</b>	<b>1,943</b>	<b>5,052</b>
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to net result</b>						
Net increase in property, plant and equipment asset revaluation reserve		48,533	-	215,441	48,533	215,441
<b>Total other comprehensive income</b>		<b>48,533</b>	<b>-</b>	<b>215,441</b>	<b>48,533</b>	<b>215,441</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>50,476</b>	<b>(1,215)</b>	<b>220,493</b>	<b>50,476</b>	<b>220,493</b>

The accompanying notes form part of these financial statements.

**LOCAL LAND SERVICES**  
**STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2021**

	Notes	Consolidated				Parent		
		Actual	Budget	Restated	Restated	Actual	Restated	Restated
		2021 \$'000	2021 \$'000	2020 \$'000	at 1 July 2019 \$'000	2021 \$'000	2020 \$'000	at 1 July 2019 \$'000
<b>ASSETS</b>								
<b>Current assets</b>								
Cash and cash equivalents	5	52,544	43,975	88,762	53,015	52,544	88,762	53,015
Receivables	6	42,185	21,925	24,796	29,188	42,043	24,482	28,970
Inventories	7	2,369	2,382	2,381	1,953	2,369	2,381	1,953
Assets held for sale	8	-	102	102	102	-	102	102
<b>Total current assets</b>		<b>97,098</b>	<b>68,384</b>	<b>116,041</b>	<b>84,258</b>	<b>96,956</b>	<b>115,727</b>	<b>84,040</b>
<b>Non-current assets</b>								
Property, plant and equipment	9							
- Land and buildings		861,905	820,344	818,077	603,598	861,905	818,077	603,598
- Plant and equipment		7,150	9,530	4,252	4,640	7,150	4,252	4,640
- Infrastructure systems		116,019	28,637	115,423	120,384	116,019	115,423	120,384
- Work in progress		5,271	-	5,167	2,446	5,271	5,167	2,446
Total property, plant and equipment		<b>990,345</b>	<b>858,511</b>	<b>942,919</b>	<b>731,068</b>	<b>990,345</b>	<b>942,919</b>	<b>731,068</b>
Right-of-use assets	10							
- Land and buildings		18,901	27,181	23,215	-	18,901	23,215	-
- Plant and equipment		7,110	-	7,529	-	7,110	7,529	-
Total right-of-use assets		<b>26,011</b>	<b>27,181</b>	<b>30,744</b>	<b>-</b>	<b>26,011</b>	<b>30,744</b>	<b>-</b>
Intangible assets	11							
- Intangible assets		1,524	10,224	1,373	846	1,524	1,373	846
- Work in progress		7,720	-	5,761	2,070	7,720	5,761	2,070
Total intangible assets		<b>9,244</b>	<b>10,224</b>	<b>7,134</b>	<b>2,916</b>	<b>9,244</b>	<b>7,134</b>	<b>2,916</b>
<b>Total non-current assets</b>		<b>1,025,600</b>	<b>895,916</b>	<b>980,798</b>	<b>733,984</b>	<b>1,025,600</b>	<b>980,798</b>	<b>733,984</b>
<b>Total assets</b>		<b>1,122,698</b>	<b>964,300</b>	<b>1,096,839</b>	<b>818,242</b>	<b>1,122,556</b>	<b>1,096,525</b>	<b>818,024</b>
<b>LIABILITIES</b>								
<b>Current liabilities</b>								
Payables	13	33,767	27,216	28,266	37,187	53,301	46,427	52,901
Lease liabilities	14(a)	4,386	5,080	4,638	-	4,386	4,638	-
Provisions	15(a)(b)	19,874	17,792	51,404	16,282	943	33,618	964
Other	16	7,926	805	1,940	1,273	7,926	1,940	1,273
<b>Total current liabilities</b>		<b>65,953</b>	<b>50,893</b>	<b>86,248</b>	<b>54,742</b>	<b>66,556</b>	<b>86,623</b>	<b>55,138</b>
<b>Non-current liabilities</b>								
Lease liabilities	14(b)	22,529	23,259	26,749	-	22,529	26,749	-
Provisions	15(c)	745	1,613	689	614	-	-	-
Other	16	101	259	259	485	101	259	485
<b>Total non-current liabilities</b>		<b>23,375</b>	<b>25,131</b>	<b>27,697</b>	<b>1,099</b>	<b>22,630</b>	<b>27,008</b>	<b>485</b>
<b>Total liabilities</b>		<b>89,328</b>	<b>76,024</b>	<b>113,945</b>	<b>55,841</b>	<b>89,186</b>	<b>113,631</b>	<b>55,623</b>
<b>Net assets</b>		<b>1,033,370</b>	<b>888,277</b>	<b>982,894</b>	<b>762,401</b>	<b>1,033,370</b>	<b>982,894</b>	<b>762,401</b>
<b>EQUITY</b>								
Asset revaluation reserve		407,849	359,316	359,316	143,875	407,849	359,316	143,875
Accumulated funds		625,521	528,961	623,578	618,526	625,521	623,578	618,526
<b>Total equity</b>		<b>1,033,370</b>	<b>888,277</b>	<b>982,894</b>	<b>762,401</b>	<b>1,033,370</b>	<b>982,894</b>	<b>762,401</b>

The accompanying notes form part of these financial statements.

**LOCAL LAND SERVICES**  
**STATEMENTS OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021**

Consolidated Entity	Accumulated Funds	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
<b>Balance at 1 July 2020</b>	530,284	359,316	889,600
Correction of prior period error	93,294	-	93,294
<b>Restated balance at 1 July 2020</b>	<b>623,578</b>	<b>359,316</b>	<b>982,894</b>
<b>Net result for the period</b>	<b>1,943</b>	<b>-</b>	<b>1,943</b>
<b>Other comprehensive income:</b>			
Net increase in property, plant and equipment (Note 9)	-	48,533	48,533
<b>Total other comprehensive income</b>	<b>-</b>	<b>48,533</b>	<b>48,533</b>
<b>Total comprehensive income for the period</b>	<b>1,943</b>	<b>48,533</b>	<b>50,476</b>
<b>Total transactions with owners in their capacity as owners</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at 30 June 2021</b>	<b>625,521</b>	<b>407,849</b>	<b>1,033,370</b>
<b>Balance at 1 July 2019</b>	520,792	143,875	664,667
Correction of prior period error	97,734	-	97,734
<b>Restated balance</b>	<b>618,526</b>	<b>143,875</b>	<b>762,401</b>
<b>Net result for the period</b>	<b>9,492</b>	<b>-</b>	<b>9,492</b>
Correction of prior period error	4,440	-	4,440
<b>Restated net result for the period</b>	<b>5,052</b>	<b>-</b>	<b>5,052</b>
<b>Other comprehensive income:</b>			
Net increase in property, plant and equipment (Note 9)	-	215,441	215,441
<b>Total other comprehensive income</b>	<b>-</b>	<b>215,441</b>	<b>215,441</b>
<b>Total comprehensive income for the period</b>	<b>5,052</b>	<b>215,441</b>	<b>220,493</b>
<b>Total transactions with owners in their capacity as owners</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at 30 June 2020</b>	<b>623,578</b>	<b>359,316</b>	<b>982,894</b>

The accompanying notes form part of these financial statements.

LOCAL LAND SERVICES  
STATEMENTS OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

Parent Entity	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total Equity \$'000
<b>Balance at 1 July 2020</b>	<b>530,284</b>	<b>359,316</b>	<b>889,600</b>
Correction of prior period error	93,294	-	93,294
<b>Restated balance at 1 July 2020</b>	<b>623,578</b>	<b>359,316</b>	<b>982,894</b>
<b>Net result for the period</b>	<b>1,943</b>	<b>-</b>	<b>1,943</b>
<b>Other comprehensive income:</b>			
Net increase in property, plant and equipment (Note 9)	-	48,533	48,533
<b>Total other comprehensive income</b>	<b>-</b>	<b>48,533</b>	<b>48,533</b>
<b>Total comprehensive income for the period</b>	<b>1,943</b>	<b>48,533</b>	<b>50,476</b>
<b>Total transactions with owners in their capacity as owners</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at 30 June 2021</b>	<b>625,521</b>	<b>407,849</b>	<b>1,033,370</b>
<b>Balance at 1 July 2019</b>	<b>520,792</b>	<b>143,875</b>	<b>664,667</b>
Correction of prior period error	97,734	-	97,734
<b>Restated balance</b>	<b>618,526</b>	<b>143,875</b>	<b>762,401</b>
<b>Net result for the period</b>	<b>9,492</b>	<b>-</b>	<b>9,492</b>
Correction of prior period error	4,440	-	4,440
<b>Restated net result for the period</b>	<b>5,052</b>	<b>-</b>	<b>5,052</b>
<b>Other comprehensive income:</b>			
Net increase in property, plant and equipment (Note 9)	-	215,441	215,441
<b>Total other comprehensive income</b>	<b>-</b>	<b>215,441</b>	<b>215,441</b>
<b>Total comprehensive income for the year</b>	<b>5,052</b>	<b>215,441</b>	<b>220,493</b>
<b>Total transactions with owners in their capacity as owners</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at 30 June 2020</b>	<b>623,578</b>	<b>359,316</b>	<b>982,894</b>

The accompanying notes form part of these financial statements.

**LOCAL LAND SERVICES**  
**STATEMENTS OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021**

	Notes	Consolidated			Parent	
		Actual	Budget	Actual	Actual	Actual
		2021	2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
<b>Payments</b>						
Employee related		(115,378)	(103,677)	(112,679)	-	-
Personnel services expense		-	-	-	(115,378)	(112,679)
Grants and subsidies		(39,227)	(26,998)	(71,558)	(39,227)	(71,558)
Finance costs		(541)	(1,014)	(664)	(541)	(664)
Other supplier payments		(124,133)	(72,546)	(61,425)	(124,133)	(61,425)
GST paid on purchases		(10,714)	-	(9,415)	(10,714)	(9,415)
<b>Total payments</b>		<b>(289,993)</b>	<b>(204,236)</b>	<b>(255,741)</b>	<b>(289,993)</b>	<b>(255,741)</b>
<b>Receipts</b>						
Sale of goods and services		86,177	45,759	80,938	86,177	80,938
Interest received		51	400	227	51	227
Rates		646	-	996	646	996
Grants and contributions		169,676	123,915	197,827	169,676	197,827
Other customer receipts		3,557	37,243	11,580	3,557	11,580
GST received on amounts received		5,938	-	11,277	5,938	11,277
<b>Total receipts</b>		<b>266,045</b>	<b>207,317</b>	<b>302,845</b>	<b>266,045</b>	<b>302,845</b>
<b>NET CASH FLOWS FROM / (USED IN) OPERATING ACTIVITIES</b>		<b>(23,948)</b>	<b>3,081</b>	<b>47,104</b>	<b>(23,948)</b>	<b>47,104</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		242	-	369	242	369
Purchases of land and buildings, plant and equipment and infrastructure systems		(7,684)	(3,250)	(7,055)	(7,684)	(7,055)
Purchases of intangibles		-	(4,352)	(569)	-	(569)
<b>NET CASH FLOWS USED IN INVESTING ACTIVITIES</b>		<b>(7,442)</b>	<b>(7,602)</b>	<b>(7,255)</b>	<b>(7,442)</b>	<b>(7,255)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
Repayment of principal portion of lease liabilities		(4,828)	(4,633)	(4,102)	(4,828)	(4,102)
<b>NET CASH FLOWS USED IN FINANCING ACTIVITIES</b>		<b>(4,828)</b>	<b>(4,633)</b>	<b>(4,102)</b>	<b>(4,828)</b>	<b>(4,102)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>(36,218)</b>	<b>(9,154)</b>	<b>35,747</b>	<b>(36,218)</b>	<b>35,747</b>
Opening cash and cash equivalents		88,762	41,029	53,015	88,762	53,015
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	5	<b>52,544</b>	<b>31,875</b>	<b>88,762</b>	<b>52,544</b>	<b>88,762</b>

The accompanying notes form part of these financial statements.

## Notes to and forming part of the financial statements

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Reporting entity

Local Land Services (LLS) is a statutory body, established pursuant to the *Local Land Services Act 2013* (the LLS Act) which commenced on 1 January 2014.

LLS is a NSW Government agency and is charged with the responsibility for delivering local land services in the social, economic and environmental interests of the State. LLS has responsibilities in the areas of biosecurity, natural resource management, agricultural advisory and emergency management. Functions are exercised in each of these key areas with a focus on regional delivery and alignment with State objectives.

The LLS Act does not allow LLS to employ staff. Under the *Government Sector Employment Act 2013*, LLS arranges personnel services through the Local Land Services Staff Agency (LLSSA). LLSSA is a controlled entity of LLS and together the two entities form the economic entity reflected in these consolidated financial statements.

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

LLS is a not-for-profit entity (as profit is not its principle objective) and does not have a cash generating unit.

These financial statements represent the period 1 July 2020 to 30 June 2021. The comparative figures are for the year between 1 July 2019 to 30 June 2020.

These financial statements have been authorised for issue by the Local Land Services Board on 5 October 2021.

#### (b) Basis of preparation

LLS's financial statements are general purpose financial statements which, subject to note 1(a), have been prepared on an accrual basis in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Government Sector Finance Act 2018* (GSF Act) and *Government Sector Finance Regulation 2018*;
- the Treasurer's Directions issued under the GSF Act.

Property, plant and equipment, assets (or disposal groups) held for sale and financial assets at 'fair value through profit and loss' and available for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Any judgements, key assumptions or estimates management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

#### (c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

#### (d) Significant accounting judgements, estimates and assumptions

##### (i) Significant accounting judgements

In the preparation of the financial statements, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may vary from these estimates.

##### (ii) Significant accounting estimates and assumptions

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Judgements made by management in the application of the Australian Accounting Standards that have significant effects on the financial statements and estimates, with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements.

#### (e) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to not-for-profit general government sector agencies.

#### (f) Insurance

LLS insurance activities are conducted through the NSW Treasury Managed Fund scheme of self-insurance for government agencies. The expense (premium) is determined by the fund manager based on past experience and the insurance coverage is reviewed periodically to ensure that it is adequate.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (g) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- the amount of GST incurred by LLS as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the Australian Tax Office are classified as operating cash flows.

### (h) Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

#### (i) Grants or contributions

Grants or contributions from government and other bodies are recognised as income when sufficiently specific performance obligations under the transfer are satisfied. Where no such performance obligations exist, income is recognised immediately upon receipt.

#### (ii) Sale of goods and services

Revenue from the sale of goods is recognised as revenue according to the deliverables present in the contract for the provision of goods and services, in accordance with AASB 15 *Revenue from Contracts with Customers*.

Revenue for the rendering of services is recognised when the service is provided or according to the sufficiently specific performance obligations present in the contract with the customer. This can be by reference to the stage of completion or according to the outputs associated with providing the service, depending on the nature of each contract.

LLS uses significant judgements in assessing performance obligations are met over time as works are delivered against the contracts with customers. Generally this is measured as stage of completion and captures costs incurred to date in delivering the works which include labour and plant utilisation rates.

#### (iii) Rates and charges

Rates are levied annually for the calendar year. Interest is charged on overdue rates, the rates are set at the Commonwealth Bank overdraft index rate as at 1 January of the rating year plus 2%. For 2021 the interest rates on overdue rates are 9.68% (2020 - 11.31%).

#### (iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 9 *Financial Instruments*.

### (i) Assets

#### (i) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by LLS. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

#### (ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised. All amounts below \$5,000 are expensed to profit and loss as incurred.

#### (iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into consideration, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to Note 12 for further information regarding fair value.

Fair value of infrastructure systems are derived using a depreciated replacement cost approach. During the year, LLS implemented a mass valuation approach to assign fair values to the improvements carried on Travelling Stock Reserve land. This approach involves periodic assessment of condition and remaining useful lives against assets in the class, on a sample basis, to support the methodology. The approach references standard costing methods and review and certifications from independent valuers, CIVAS (NSW Pty. Limited).

LLS re-values each class of property, plant and equipment with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. A revaluation of the land component of Travelling Stock Reserves (TSR's), as part of the Crown Land Estate (CLE), was completed by CIVAS (NSW) Pty Limited in December 2019 and was based on an independent assessment. An annual review and indexation is applied to the CLE, undertaken by CIVAS (NSW) Pty Ltd for the intervening years between a full revaluation. The adjustment recognised by LLS in the financial statements is \$43.0 million against the TSR and other land value as part of the CLE for the year ended 30 June 2021.

Revaluation increments are credited directly to revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the revaluation surplus in respect of the same class of assets, they are debited directly to the revaluation surplus.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. LLS has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

LLS undertook a revaluation of freehold land and building assets during October and November 2019. CIVAS (NSW) Pty Limited were engaged to conduct the valuations, with revaluation adjustments made in accordance with the valuations obtained. LLS undertook valuations of certain infrastructure, intangible and land assets in March 2021 after engaging CIVAS (NSW) to undertake the valuation.

During the year, certain improvements were added to the Broken Hill Stockyards site, through funding provided to Regional Development Australia (RDA). The assets have been provided to LLS with no residual interest or claim in the assets by either the funding provider or RDA. LLS has recognised the improvements as movements in Note 10 and the value of the recognition in Statement of Comprehensive Income as grant revenue.

The methods of revaluing the Crown Land assets utilises a mass valuation technique as follows:

### Travelling Stock Reserves and Stock Watering Places

The determination of global rates per hectare for a variety of land classifications for each local government area is considered the most appropriate approach to determine a value for Crown Land, and is also applied to the Travelling Stock Reserves (TSR's) and Stock Watering Places (SWP's). For the mass valuations, a valuation rate per hectare was provided for each land category type, within a local government area by CIVAS (NSW) Pty Limited on behalf of Department of Planning, Industry and Environment. The TSR land vested to and under the effective control of LLS was valued at \$831,153,596 as at 30 June 2021.

### (iv) Impairment of property, plant and equipment

LLS is a not-for-profit entity with no cash generating units, LLS is unlikely to be affected by AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

LLS transfers the carrying value of land for Aboriginal land claims which have been granted to Department of Planning, Industry and Environment - Crown Land. The amount, representing the fair value of land granted based on estimated size of the land, is expensed when granted. Until the land is surveyed, the precise area to be transferred is unknown.

### (v) Contaminated land

When the Environmental Protection Authority identifies land as contaminated and provides an order, an impairment provision is raised for the land when the cost to remediate the land is quantifiable. In the event that cost of restoring the contaminated land exceeds the value of the land a liability is recognised.

### (vi) Depreciation of property, plant and equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity. All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

The depreciation of buildings and infrastructure is calculated on a straight line basis. Due to the nature and location of its activities, a useful life guide of 40 years is used for buildings and 20 years for infrastructure.

Equipment and vehicles are depreciated on a straight line basis over the remaining life to scrap value (where applicable) so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

Each class of asset has a default life which may be varied as a result of management review either at acquisition or at any time during the asset life.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Default asset class lives are:

Buildings	20 - 60 years
Plant and equipment	2 - 20 years
Infrastructure	3 - 67 years
Intangibles	2 - 4 years

### (vii) Major inspection costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

### (viii) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

### (ix) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

### (x) Investment properties

LLS owns some properties which generate rental income. Investment properties are stated at fair value in the statement of financial position, using the valuation technique that maximises the use of relevant observable inputs. Gains or losses arising from changes in fair value are included in the net result for the year in the period in which they arise. No depreciation is charged on investment properties.

### (xi) Intangible assets

LLS recognises intangible assets only if it is probable that future economic benefits will flow to LLS and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives.

Internally developed software costs that are directly associated with the production of identifiable and unique software products controlled by LLS and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include software development employee costs and an appropriate portion of relevant overheads. Costs associated with maintaining computer software are recognised as an expense as incurred.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for LLS's intangible assets, the assets are carried at cost less any accumulated amortisation.

LLS intangible assets are amortised using the straight line method over a period of 1 - 3 years.

Water licences have been valued at cost where there is no active market.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

### (xii) Other inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value.

Other inventories are comprised of baits, ammunition, signs and chemicals that are used by LLS in the management of pests and weeds on the travelling stock routes. In some locations these inventories are available for sale to the public.

### (xiii) Inventories (Seed bank)

Inventories are comprised of processed and unprocessed local native seed which are used on revegetation projects carried out by LLS and other organisations.

Inventories are measured at actual cost reflecting the cost of collection and preparation. The cost is then attributed annually to the various seed lots collected and is then adjusted after viability testing.

Factors such as climate, weather events, available funding and landholder confidence all impact on the quantity and types of seed available for collection and planting.

### (xiv) Biological assets

Biological assets are measured on initial recognition and at each reporting date at fair value less estimated point-of-sale costs, or reasonable estimates of the fair value less estimated point-of-sale costs.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

A gain or loss arising on initial recognition of a biological asset at fair value less estimated point-of-sale costs and from a change in fair value less estimated point-of-sale costs of a biological asset is included in net result for the period in which it arises.

### (xv) Investments

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transaction costs. LLS determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

### (xvi) Impairment of financial assets

LLS recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the entity expects to receive in accordance with AASB 9.

LLS groups debtor balances according to customer segments based on the expectation the historical loss experience will show a different loss pattern than for other groups. A historical loss rate is calculated based on the total uncollected debt measured against the total debt issued in the period. Adjustments are made to exclude the effect of non-collections for reasons other than credit loss.

LLS uses significant judgements and estimates in segmenting the customer base and calculating the historical loss rates. Judgements are also applied in determining whether a loss has arisen out of a credit risk which could give rise to a change in the rates applied to future expected credit losses.

### (xii) De-recognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if LLS transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where LLS has not transferred substantially all the risks and rewards, if the entity has not retained control

Where LLS has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

### (xiii) Non-current assets (or disposal groups) held for sale

LLS has certain non-current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sales transaction, not through continuing use. Non-current assets (or disposal groups) held for sale is recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale. Refer Note 8.

### (xix) Right-of-use assets

LLS recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer j(iii) below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Land and buildings 3 to 26 years
- Motor vehicles 2 to 5 years

The right-of-use assets are also subject to impairment. LLS assesses at each reporting date whether there is an indication that an asset may be impaired. Where there is an indication the carrying value of an asset exceeds its recoverable amount, the asset is considered impaired and written down to its recoverable amount.

### (xx) Other assets

Other assets are recognised on a historic cost basis.

## (j) Liabilities

### (i) Payables

These amounts represent liabilities for goods and services provided to LLS and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

### (ii) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the net result for the year on derecognition.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (iii) Lease liabilities

At the commencement date of the lease, LLS recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by LLS; and
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for LLS leases, the lessee's incremental borrowing rate is used, being the rate that LLS would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. This rate is provided periodically to agencies by NSW Treasury.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

LLS applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

In applying AASB 16, LLS has used the following practical expedients permitted by the standard:

- not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 and Interpretation 4.
- applying a single discount rate to a portfolio of leases with reasonably similar characteristics
- relying on its previous assessment on whether leases are onerous immediately before the date of initial application as an alternative to performing an impairment review
- not recognise a lease liability and right-of-use-asset for short-term leases that end within 12 months of the date of initial application
- excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- using hindsight in determining the lease term where the contract contained options to extend or terminate the lease

In accounting for leases and lease commitments, LLS applies significant judgements in measuring the obligations. These include judgements in determining whether a reasonable certainty exists in relation to lease renewals or options being taken up and application of incremental borrowing rates.

LLS includes lease liabilities in the Statement of Financial Position.

### (iv) Personnel services

LLS does not employ staff but utilises the personnel services of the LLSSA. The cost of personnel services in respect of wages and salaries, superannuation, annual leave, long service leave, and for personal leave are recognised when it is probable that settlement will be required.

### (v) Employee benefits and other provisions

#### (a) Salaries and wages, annual leave, sick leave and on-costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. LLS has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

#### (b) Long service leave

LLS's long service leave liability is assumed by the Crown in the right of the State of New South Wales (the Crown). The entity accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*, based on the application of procedures (specified in NSW Treasury Circular TC18/13) to employees with five or more years of service, using current rates of pay. Additional factors were applied based on an actuarial review to approximate present value.

#### (c) Superannuation

The Crown assumes the defined benefit superannuation liabilities for certain General Government Sector entities. This means on initial incurrence entities recognise a liability and expense and on assumption of the liability, a revenue equivalent to the liability assumed.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (d) Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, worker's compensation insurance premiums and fringe benefits tax.

### (e) Other provisions

Other provisions exist when LLS has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the obligation.

LLS has recognised a provision at year end in relation to the Supporting Our Neighbours program. LLS has determined a constructive obligation exists arising from the launch of the program in April 2020. The provision is based upon applications received from landholders and where assessed values of claims were not known an average of previously assessed claims was used.

Any provision for restructuring is recognised only when an agency has a detailed formal plan and the agency has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at an appropriate percentage, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

### (k) Fair value hierarchy

A number of the LLS's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the LLS can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

LLS recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer Note 12 and Note 21 for further disclosures regarding fair value measurements of financial and non-financial assets.

### (l) Equity and reserves

#### (i) Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with LLS's policy on the revaluation of property, plant and equipment as discussed in Note 1(i) (iii).

#### (ii) Accumulated funds

The category accumulated funds includes all current and prior period retained funds.

(iii) Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. revaluation surplus).

#### (iv) Equity transfers

Transfers arising from an administrative restructure involving not-for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure to approximate fair value.

### (m) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted and the actual amounts are disclosed in the primary financial statements in Note 19.

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**  
**(n) Changes in accounting policy, including new or revised Accounting Standards**

AASB 1059 *Service Concession Arrangements: Grantors* became effective during the year. LLS has considered the scope of this standard and assessed it to have no impact on the Statement of Comprehensive Income, Statement of Financial Position or Statement of Cash Flows for the financial year.

The standard addresses the accounting for a service concession arrangement by a grantor that is a public service entity by prescribing the accounting for the arrangement from the grantor's perspective.

The previous TPP06-8 Accounting for Privately Financed Projects issued by NSW Treasury was withdrawn effective 1 July 2020 to accommodate the application of AASB 1059.

Local Land Services (LLS) delivers a range of biosecurity, natural resource management and emergency management services to the People of NSW in accordance with the *Local Land Services Act 2013*.

Whilst LLS holds significant assets to support the delivery of its services, LLS does not enter into any service concession arrangements with operators for the delivery of any services. LLS does not construct or hold any such assets which align with the examples described by the standard.

**(o) New Australian Accounting Standards issued but not effective**

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted for the financial year ended 30 June 2021. These are listed as follows, along with the corresponding effective date:

- AASB 17 Insurance Contracts (Jan 2023)
- AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (Jul 2021)
- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current (Jan 2022)
- AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments (Jan 2022)
- AASB 2020-5 Amendments to Australian Accounting Standards – Insurance Contracts (Jan 2021)
- AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date (Jan 2022)
- AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures (Jul 2021)
- AASB 2020-8 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2 (Jan 2021)
- AASB 2014-10 Amendments to Australian Accounting Standards: Sale or Contribution of Assets Between an Investor and its Associate or Joint Venture

LLS has considered these standards and has assessed there to be little or no impact on the content and presentation of the financial statements once the standards become effective, beyond any minor changes to disclosures.

## 2. EXPENSES EXCLUDING LOSSES

	Consolidated		Parent	
	Actual	Restated	Actual	Restated
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>(a) Employee related services</b>				
Salaries and wages (including recreation leave)	100,385	99,067	-	-
Superannuation – defined benefit plans	487	578	-	-
Superannuation – defined contribution plans	9,148	8,800	-	-
Long service leave	1,548	5,140	-	-
Workers compensation insurance	951	831	-	-
Payroll tax and fringe benefits tax	5,600	6,453	-	-
Redundancy payments	657	412	-	-
	<b>118,776</b>	<b>121,281</b>	-	-
<b>(b) Personnel services</b>				
	-	-	118,776	121,281
	-	-	<b>118,776</b>	<b>121,281</b>
<b>(c) Other operating expenses include the following:</b>				
Advertising and promotion	798	846	798	846
Auditor's remuneration – audit of financial reports	216	198	216	198
Expected credit losses	146	(289)	146	(289)
Board remuneration	2,091	1,981	2,091	1,981
Cleaning	611	487	611	487
Computer software fees	646	714	646	714
Contractors and other fees	44,214	29,139	44,214	29,139
Cost of inventories held for distribution	3,356	3,582	3,356	3,582
Cost of sales	6,470	5,865	6,470	5,865
Courier and freight	65	92	65	92
Data/Internet	53	116	53	116
Electricity	507	573	507	573
Insurance	734	662	734	662
Corporate Services	3,200	3,200	3,200	3,200
Legal - Crown Solicitor's Office	-	1	-	1
Legal other	69	79	69	79
Levies	7,672	7,604	7,672	7,604
Maintenance	2,898	3,225	2,898	3,225
Motor vehicle	3,592	5,948	3,592	5,948
Operating lease rental – minimum lease payments	2,386	1,219	2,386	1,219
Other operating	10,043	10,336	10,043	10,336
Printing	962	1,163	962	1,163
Rates	58	70	58	70
Telecommunication	1,187	1,083	1,187	1,083
Training and staff development	1,092	807	1,092	807
Travel	1,873	3,120	1,873	3,120
	<b>94,939</b>	<b>81,821</b>	<b>94,939</b>	<b>81,821</b>
<b>(d) Depreciation and amortisation expense</b>				
Buildings	3,148	3,399	3,148	3,399
Infrastructure	5,237	5,224	5,237	5,224
Plant and equipment	3,381	2,741	3,381	2,741
Amortisation of intangible assets	131	42	131	42
	<b>11,897</b>	<b>11,406</b>	<b>11,897</b>	<b>11,406</b>
<b>(e) Grants and subsidies</b>				
National Landcare Programme	5,088	3,328	5,088	3,328
Catchment Management NSW	6,075	5,868	6,075	5,868
Hunter Catchment Contribution	1,840	4,733	1,840	4,733
Landcare Co-ordinators Initiative	8,226	4,889	8,226	4,889
Weed Action Plan	9,845	5,040	9,845	5,040
Supporting Our Neighbours	-	41,761	-	41,761
Other	8,153	5,939	8,153	5,939
	<b>39,227</b>	<b>71,558</b>	<b>39,227</b>	<b>71,558</b>
<b>(f) Finance costs</b>				
Interest expense from lease liabilities	541	664	541	664
	<b>541</b>	<b>664</b>	<b>541</b>	<b>664</b>

### 3. REVENUES

	Consolidated		Parent	
	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
<b>(a) Sale of goods and services</b>				
<b>Sale of goods:</b>				
Minor sales of goods and services	252	202	252	202
<b>Rendering of services:</b>				
Education	26	44	26	44
Fees for services rendered	78,211	71,086	78,211	71,086
Permit fees	2,773	2,334	2,773	2,334
Recovery of administrative costs	3	(3)	3	(3)
Other services	4,912	7,275	4,912	7,275
	<b>86,177</b>	<b>80,938</b>	<b>86,177</b>	<b>80,938</b>
<b>(b) Investment revenue</b>				
Interest	51	227	51	227
Rents	894	625	894	625
	<b>945</b>	<b>852</b>	<b>945</b>	<b>852</b>
<b>(c) Grants and contributions</b>				
Industry/private bodies	638	345	638	345
Commonwealth Government	488	22	488	22
NSW budget sector agencies	163,975	192,215	163,975	192,215
Personnel services received free of charge	-	-	1,768	5,321
Local and other state governments	4,908	5,245	4,908	5,245
	<b>170,009</b>	<b>197,827</b>	<b>171,777</b>	<b>203,148</b>
<b>(d) Acceptance by the Crown of employee benefits and other liabilities</b>				
Superannuation	487	578	-	-
Long service leave	1,257	4,711	-	-
Payroll tax	24	32	-	-
	<b>1,768</b>	<b>5,321</b>	-	-
<b>(e) Other revenue</b>				
Levies	-	(3)	-	(3)
Other revenue	8,491	6,840	8,491	6,840
	<b>8,491</b>	<b>6,837</b>	<b>8,491</b>	<b>6,837</b>
<b>(f) Rates</b>				
Rates	(1)	(20)	(1)	(20)
	<b>(1)</b>	<b>(20)</b>	<b>(1)</b>	<b>(20)</b>

#### 4. GAIN / (LOSS) ON DISPOSAL

	Consolidated		Parent	
	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
<b>(a) Gain / (loss) on disposal</b>				
<b>Gain on disposal of property, plant and equipment</b>				
Proceeds from disposal	242	368	242	368
Written down value of assets disposed	(65)	(161)	(65)	(161)
<b>Net gain on disposal of property, plant and equipment</b>	<b>177</b>	<b>207</b>	<b>177</b>	<b>207</b>
<b>(b) Other gain/(loss)</b>				
Impairment of right-of-use assets - buildings	(243)	(180)	(243)	(180)
<b>Impairment losses</b>	<b>(243)</b>	<b>(180)</b>	<b>(243)</b>	<b>(180)</b>

#### 5. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

Cash at bank and on hand	52,544	88,762	52,544	88,762
	<b>52,544</b>	<b>88,762</b>	<b>52,544</b>	<b>88,762</b>

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand, and short term deposits.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	52,544	88,762	52,544	88,762
Closing cash and cash equivalents (per statement of cash flows)	<b>52,544</b>	<b>88,762</b>	<b>52,544</b>	<b>88,762</b>

LLS carries an external restriction against funds held at year end. The restriction applies to the use of funds and arises from contractual and legislative obligations to other bodies. The aggregate of these restricted funds included in the cash and cash equivalent balance reported above is \$37.9 million (2020 \$45.1 million).

Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

#### 6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES

##### CURRENT

Trade debtors	44,183	27,229	44,183	27,229
Miscellaneous	43	37	43	37
Less: Allowance for expected credit losses	(3,799)	(3,855)	(3,799)	(3,855)
Net GST	1,094	194	1,094	194
<b>Trade receivables</b>	<b>41,521</b>	<b>23,672</b>	<b>41,521</b>	<b>23,672</b>

##### Prepayments

Other	664	1,124	522	810
	<b>664</b>	<b>1,124</b>	<b>522</b>	<b>810</b>

<b>Receivables</b>	<b>42,185</b>	<b>24,796</b>	<b>42,043</b>	<b>24,482</b>
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6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES - (continued)

	Consolidated		Parent	
	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
<b>Movement in the allowance for expected credit losses</b>				
Balance at beginning of period	3,855	4,179	3,855	4,179
Amounts written off during the period	(202)	(35)	(202)	(35)
Increase/(decrease) in allowance recognised in profit or loss	146	(289)	146	(289)
<b>Balance at end of period</b>	<b>3,799</b>	<b>3,855</b>	<b>3,799</b>	<b>3,855</b>
<b>GST</b>				
GST receivable	2,060	1,795	2,060	1,795
GST payable	(966)	(1,601)	(966)	(1,601)
<b>NET GST Receivable/(Payable)</b>	<b>1,094</b>	<b>194</b>	<b>1,094</b>	<b>194</b>

Net GST payable is disclosed at Note 13.

Refer Note 21 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

7. CURRENT / NON-CURRENT ASSETS - INVENTORIES

**CURRENT**

**Seed inventory**

Opening balance of seed stock	400	392	400	392
Seed withdrawn from seed bank	(50)	(26)	(50)	(26)
Sale of seed stock	-	(16)	-	(16)
Value of seed collected	56	52	56	52
Net loss on value of seed stock	-	(2)	-	(2)
<b>Closing balance</b>	<b>406</b>	<b>400</b>	<b>406</b>	<b>400</b>

**Other Inventory on hand**

Opening balance on hand at beginning of period	1,981	1,561	1,981	1,561
Increase in stock levels during period	(18)	420	(18)	420
<b>Closing Balance</b>	<b>1,963</b>	<b>1,981</b>	<b>1,963</b>	<b>1,981</b>

**Total Inventory on hand at end of period**

<b>2,369</b>	<b>2,381</b>	<b>2,369</b>	<b>2,381</b>
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8. ASSETS HELD FOR SALE

**NON-CURRENT assets held for sale**

Land and buildings	-	102	-	102
	-	<b>102</b>	-	<b>102</b>

9. PARENT & CONSOLIDATED - NON-CURRENT ASSETS – PROPERTY PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
<b>At 1 July 2020</b>					
At fair value (Restated) (Note 23)	824,214	8,272	121,828	5,167	959,481
Accumulated depreciation and impairment (Restated)	(6,137)	(4,020)	(6,406)	-	(16,563)
<b>Net carrying amount</b>	<b>818,077</b>	<b>4,252</b>	<b>115,423</b>	<b>5,167</b>	<b>942,919</b>
<b>At 30 June 2021</b>					
At fair value	868,860	11,340	123,221	5,271	1,008,693
Accumulated depreciation and impairment	(6,955)	(4,190)	(7,203)	-	(18,348)
<b>Net carrying amount</b>	<b>861,905</b>	<b>7,150</b>	<b>116,019</b>	<b>5,271</b>	<b>990,345</b>

**Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

	Land and Buildings \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
<b>Period ended 30 June 2021</b>					
Net carrying amount at start of year (Restated) (Note 23)	818,077	4,252	115,423	5,167	942,919
Additions	333	346	532	4,646	5,857
Disposals	-	(763)	-	-	(763)
Transfers	853	3,486	304	(4,542)	101
Net revaluation increment less revaluation decrements recognised in reserves	43,460	-	4,997	-	48,457
Depreciation expense - asset owned	(818)	(869)	(5,237)	-	(6,924)
Write back on disposal	-	698	-	-	698
<b>Net carrying amount at end of year</b>	<b>861,905</b>	<b>7,150</b>	<b>116,019</b>	<b>5,271</b>	<b>990,345</b>

**Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the prior reporting period is set out below.

	Land and Buildings \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
<b>Period ended 30 June 2020</b>					
Net carrying amount at start of year (previously reported)	603,598	4,640	22,650	2,446	633,334
Correction of prior period error	-	-	97,734	-	97,734
Net carrying amount at start of year (restated) (Note 23)	603,598	4,640	120,384	2,446	731,068
Additions	-	209	13	2,723	2,945
Disposals	-	(371)	-	(26)	(397)
Transfers	-	46	250	24	320
Net revaluation increment less revaluation decrements recognised in reserves	215,441	-	-	-	215,441
Depreciation expense	(962)	(605)	(5,224)	-	(6,791)
Write back on disposal	-	333	-	-	333
<b>Net carrying amount at end of year</b>	<b>818,077</b>	<b>4,252</b>	<b>115,423</b>	<b>5,167</b>	<b>942,919</b>

10. PARENT & CONSOLIDATED - NON-CURRENT ASSETS – RIGHT-OF-USE ASSETS

	Land and Buildings \$'000	Plant & Equipment \$'000	Total \$'000
<b>At 1 July 2020</b>			
At fair value	25,628	9,665	35,293
Accumulated depreciation and impairment	(2,413)	(2,136)	(4,549)
<b>Net carrying amount</b>	<b>23,215</b>	<b>7,529</b>	<b>30,744</b>
<b>At 30 June 2021</b>			
At fair value	23,365	11,758	35,123
Accumulated depreciation and impairment	(4,464)	(4,648)	(9,112)
<b>Net carrying amount</b>	<b>18,901</b>	<b>7,110</b>	<b>26,011</b>

**Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

	Land and Buildings \$'000	Plant & Equipment \$'000	Total \$'000
<b>Period ended 30 June 2021</b>			
Net carrying amount at start of year	23,215	7,529	30,744
Additions of right-of-use assets	407	2,093	2,500
Disposals	(373)	(275)	(648)
Remeasurement	(2,051)	-	(2,051)
Impairment losses	(246)	-	(246)
Depreciation of right-of-use assets	(2,330)	(2,512)	(4,842)
Write back on disposal	279	275	554
<b>Net carrying amount at end of year</b>	<b>18,901</b>	<b>7,110</b>	<b>26,011</b>

**Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the prior reporting period is set out below.

	Land and Buildings \$'000	Plant & Equipment \$'000	Total \$'000
<b>Period ended 30 June 2020</b>			
Net carrying amount at start of year	-	-	-
Recognition of right-of-use assets on initial application of AASB 16	26,767	6,372	33,139
Adjusted net carrying amount at	26,767	6,372	33,139
Additions of right-of-use assets	746	3,293	4,039
Disposals	(1,074)	-	(1,074)
Impairment losses	(179)	-	(179)
Depreciation of right-of-use assets	(2,437)	(2,136)	(4,573)
Write back on disposal	24	-	24
Remeasurement	(632)	-	(632)
<b>Net carrying amount at end of year</b>	<b>23,215</b>	<b>7,529</b>	<b>30,744</b>

## 11. INTANGIBLE ASSETS - PARENT & CONSOLIDATED

	<b>Total \$'000</b>
<b>At 30 June 2021</b>	
Cost or fair value	2,116
Accumulated amortisation	(592)
<b>Net carrying amount</b>	<b><u>1,524</u></b>
<b>Period ended 30 June 2021</b>	
Net carrying amount at start of year	1,373
Additions	15
Transfers	191
Revaluation	76
Amortisation (recognised in 'depreciation and amortisation')	(131)
<b>Net carrying amount at end of year</b>	<b><u>1,524</u></b>
<b>Total \$'000</b>	
<b>At 30 June 2020</b>	
Cost or fair value	1,834
Accumulated amortisation and impairment	(461)
<b>Net carrying amount</b>	<b><u>1,373</u></b>
<b>Year ended 30 June 2020</b>	
Net carrying amount at start of year	846
Additions	248
Transfers	321
Amortisation (recognised in 'depreciation and amortisation')	(42)
<b>Net carrying amount at end of the year</b>	<b><u>1,373</u></b>

The value of intangible assets include easements against land, irrigation water licences and capitalised software costs.

	<b>Total \$'000</b>
<b>Intangibles - Works in Progress</b>	
<b>Period ended 30 June 2021</b>	
Net carrying amount at start of year	5,761
Additions	2,150
Transfers	(191)
<b>Net carrying amount at end of year</b>	<b><u>7,720</u></b>
<b>Intangibles - Works in Progress</b>	
<b>Period ended 30 June 2020</b>	
Net carrying amount at start of year	2,070
Additions	3,691
<b>Net carrying amount at end of year</b>	<b><u>5,761</u></b>

The value of intangible assets works in progress is comprised of costs associated with the development of software systems.

## 12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS - PARENT & CONSOLIDATED

The fair value of non-financial assets have been measured in accordance with AASB 13 *Fair Value Measurement*. Under AASB13, fair value is defined as "the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date".

To increase consistency and comparability in fair value measurements and related disclosures, AASB 13 establishes a fair value hierarchy that categorises into three levels aligned to the inputs to valuation techniques used to measure fair value. The fair value hierarchy gives the highest priority to quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1 inputs) and the lowest priority to unobservable inputs (level 3 inputs).

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 inputs are inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly or indirectly.

Level 3 inputs are unobservable inputs for asset or liability. Unobservable inputs shall be used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for asset or liability at the measurement date. Where level 3 is adopted a sensitivity analysis shall be included in the assessment of value.

## 12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS - PARENT & CONSOLIDATED (continued)

### (a) Fair value hierarchy

At 30 June 2021

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Non-current assets held for sale (Note 8)	-	-	-	-
Land and buildings (Note 9)	-	29,513	832,392	861,905
Infrastructure systems (Note 9)	-	-	116,019	116,019
<b>Total</b>	-	<b>29,513</b>	<b>948,411</b>	<b>977,924</b>

At 30 June 2020

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Non-current assets held for sale (Note 8)	-	102	-	102
Land and buildings (Note 9)	-	28,687	789,390	818,077
Infrastructure systems (Note 9) (Note 23)	-	-	115,423	115,423
<b>Total</b>	-	<b>28,789</b>	<b>904,813</b>	<b>933,602</b>

There were no transfers between level 1 or 2 during the period

The freehold land and buildings are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Depending on the type of property asset involved, the fair value of freehold land and buildings was determined using a direct comparison of similar properties or the depreciated replacement cost approach added to the comparable market value of the land for similar properties.

CIVAS (NSW) Pty Limited was engaged to value the TSR's and stock watering points as part of the Crown Land Estate, and used the same mass valuation methodology as it does with all other categories within the Crown portfolio which is a determination of a global rate per hectare for each category, within a local government area. The land is valued on the basis of the highest and best use taking into account zoning and other restrictions, access to services infrastructure and property market demand. These value elements are considered in a global way when formulating a value level to apply to a particular category type. The value attributed to TSR land is shown in level 3 due to the use of land categories discounting across categories in the valuation methodology.

The plant and equipment is valued at depreciated historical cost, which approximates the depreciated cost of the assets. The fair value of infrastructure systems was determined by an independent valuer based on the depreciated replacement cost that reflects the estimated current cost of replacing the asset with a similar asset.

### (b) Reconciliation of recurring level 3 fair value measurements

At 30 June 2021

Recurring level 3 fair value measurements	Land and Buildings \$'000	Infrastructure Systems \$'000	Total Fair Value \$'000
Fair value as at 1 July 2020 (Note 23)	789,390	115,423	904,813
Additions	-	532	532
Fair value of assets transferred	-	304	304
Net revaluation increments	42,996	4,997	47,993
Depreciation	-	(5,237)	(5,237)
<b>Fair value as at 30 June 2021</b>	<b>832,386</b>	<b>116,019</b>	<b>948,405</b>

At 30 June 2020

Recurring level 3 fair value measurements	Land and Buildings \$'000	Infrastructure Systems \$'000	Total Fair Value \$'000
Fair value as at 1 July 2019 (previously reported)	585,926	22,650	608,576
Correction of prior period error	-	97,734	97,734
Restated (Note 23)	585,926	120,384	706,310
Additions	-	13	13
Fair value of assets transferred	(8,692)	-	(8,692)
Net revaluation increments	212,156	250	212,406
Depreciation	-	(5,224)	(5,224)
<b>Fair value as at 30 June 2020</b>	<b>789,390</b>	<b>115,423</b>	<b>904,813</b>

There were no transfers between level 2 and level 3 of the fair value hierarchy during the year ended 30 June 2021.

### Information about level 3 fair value measurements

Asset classification	Significant unobservable inputs	Valuation techniques	Sensitivity of significant unobservable inputs
Land and Buildings	Discounting applied across various categories used in the mass valuation approach for TSR land.	TSR land is valued as part of the Crown Land Estate using market comparables.	Changes in composition of classes and between classes or groupings in the dataset comprising the mass valuation can impact the fair value generated from the methodology.
Infrastructure	Estimated replacement costs of infrastructure taking into account of functional obsolescence condition and age of assets.	Depreciated replacement cost approach	An increase / decrease in the estimated replacement cost will result in increase / decrease in the fair value. A decrease in the estimated remaining useful life will decrease the fair value.

13. CURRENT LIABILITIES - PAYABLES

	Consolidated		Parent	
	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
<b>CURRENT</b>				
Accrued salaries, wages and on-costs	1,528	1,099	-	-
Other taxes payable	1,453	1,495	-	-
Personnel services payable	-	-	22,515	20,756
Creditors	30,786	25,672	30,786	25,671
	<b>33,767</b>	<b>28,266</b>	<b>53,301</b>	<b>46,427</b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 21.

14. CURRENT- NON-CURRENT LIABILITIES - LEASE LIABILITIES

(a). CURRENT

Lease liabilities

Buildings	1,994	2,246	1,994	2,246
Plant and Equipment	2,392	2,392	2,392	2,392
<b>Total current liabilities</b>	<b>4,386</b>	<b>4,638</b>	<b>4,386</b>	<b>4,638</b>

(b). NON-CURRENT

Lease liabilities

Buildings	17,798	21,403	17,798	21,403
Plant and Equipment	4,731	5,346	4,731	5,346
<b>Total non-current liabilities</b>	<b>22,529</b>	<b>26,749</b>	<b>22,529</b>	<b>26,749</b>

15. CURRENT- NON-CURRENT LIABILITIES - PROVISIONS

(a). CURRENT

Employee benefits and related on-costs

Recreation leave	13,619	12,821	-	-
Long service leave	3,843	3,446	-	-
Payroll tax	1,469	1,519	-	-
	<b>18,931</b>	<b>17,786</b>	-	-

(b). CURRENT

Restoration costs	931	931	931	931
Supporting Our Neighbours Program (refer Note 1(j)(v)(e))	12	32,687	12	32,687
	<b>943</b>	<b>33,618</b>	<b>943</b>	<b>33,618</b>
<b>Total current provisions</b>	<b>19,874</b>	<b>51,404</b>	<b>943</b>	<b>33,618</b>

(c). NON-CURRENT

Employee benefits and related on-costs

Long service leave	291	264	-	-
Payroll tax	145	132	-	-
Other employee related provisions	309	293	-	-
<b>Total non-current provisions</b>	<b>745</b>	<b>689</b>	-	-

15. CURRENT- NON-CURRENT LIABILITIES - PROVISIONS (continued)

**Recreation leave**

The liability at 30 June was \$13.797 m (2020 - \$12.821m). This is based on leave entitlements at 30 June 2021. The value of recreational leave expected to be taken within 12 months is \$8.5m (2020 - \$9.6m) and \$5.3m (2020 - \$3.2m) after 12 months.

	Consolidated		Parent	
	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
<b>Aggregate employee benefits and related on-costs</b>				
Provisions – current	18,931	17,786	-	-
Provisions – non-current	745	689	-	-
Accrued salaries, wages and on-costs (Note 13)	1,528	1,099	-	-
	<b>21,204</b>	<b>19,574</b>	-	-

**Movements in provisions (other than employee benefits)**

**Restoration costs**

Carrying amount at beginning of financial year	931	964	931	964
Amounts used	-	(33)	-	(33)
Carrying amount at end of financial year	<b>931</b>	<b>931</b>	<b>931</b>	<b>931</b>

**Supporting Our Neighbours Program**

Carrying amount at beginning of financial year	32,687	-	32,687	-
Additional provision recognised	-	32,687	-	32,687
Amounts used	(32,675)	-	(32,675)	-
Carrying amount at end of financial year	<b>12</b>	<b>32,687</b>	<b>12</b>	<b>32,687</b>

16. CURRENT / NON-CURRENT LIABILITIES - OTHER

**CURRENT**

Unearned income	7,747	1,795	7,747	1,752
Unspent grants	179	145	179	188
<b>Total current liabilities - other</b>	<b>7,926</b>	<b>1,940</b>	<b>7,926</b>	<b>1,940</b>

**NON-CURRENT**

Unspent grants	101	259	101	259
<b>Total non-current liabilities - other</b>	<b>101</b>	<b>259</b>	<b>101</b>	<b>259</b>

17. COMMITMENTS FOR EXPENDITURE

**Capital commitments**

LLS has capital commitments at year-end of \$3.9 million (2020 - \$1.8 million). The amount relates to contracted commitments primarily in connection with development of systems to support LLS in delivery of its functions.

## 18. CONTINGENT LIABILITIES

As at 30 June 2021 LLS had no contingent assets or liabilities.

## 19. BUDGET REVIEW

The budget process is finalised prior to the beginning of each financial year. Events may arise after that date that necessitates variations to the planned activities of LLS for that year. This in turn may cause variations to the financial activities. Major variations between the budget and actual amounts are outlined below.

### Net Result

The net result of \$1.943 million was favourable compared to budget.

Revenue of \$267.389 million was unfavourable compared to budget by \$113.939 million. This was due to reduced funding received during the year associated with the COVID-19 Stimulus package and amounts assumed by the Crown.

Expenditure of \$265.380 million was favourable compared to budget by \$117.163 million. Reduced expenditure required from activity associated with COVID-19 stimulus package additional revenue received and items of related operating expenditure.

### Assets and liabilities

Total assets was greater than budget by \$158.398 million due to an increase in land value, mostly attributable to the valuation increment in travelling stock reserves, and increase in infrastructure assets due to revaluation and recognition of improvements carried on travelling stock reserves.

Total liabilities was greater than budget by \$13.304 million, including an increase in payables of \$6.551 million and an increase of \$1.214 million in provisions, due to timing of year-end payments.

Total equity was \$1,033 million. This was \$145.093 million greater than budget and in the main due to revaluation of land and correction of prior period error associated with valuation of improvements carried in travelling stock reserves.

### Cash flows

A net decrease in cash and cash equivalents of \$36.218 million resulted in a closing cash equivalent balance for the year of \$52.544 million. This result was \$20.669 million favourable to budget due to timing of payments at year-end and a greater than budgeted payables and provision balances, partially offset by a greater than budgeted receivables balance.

## 20. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	Consolidated		Parent	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Net cash from operating activities</b>	(23,948)	47,104	(23,948)	47,104
Depreciation and amortisation	(11,897)	(11,406)	(11,897)	(11,406)
Doubtful debts expense	(146)	289	(146)	289
Non-cash grant received	332	-	332	-
Gain on sale of fixed assets	177	207	177	207
Other gains/(losses)	(243)	(180)	(243)	(180)
Increase/(decrease) in receivables	17,995	(5,096)	17,995	(5,096)
Increase/(decrease) in inventories	(12)	428	(12)	428
Increase/(decrease) in prepayments	(460)	415	(288)	319
(Increase)/decrease in payables	(5,501)	8,929	(6,874)	6,478
(Increase)/decrease in provisions	31,474	(35,197)	32,675	(32,650)
(Increase)/decrease in other liabilities	(5,828)	(441)	(5,828)	(441)
<b>Net result</b>	<b>1,943</b>	<b>5,052</b>	<b>1,943</b>	<b>5,052</b>

## 21. FINANCIAL INSTRUMENTS

The principal financial instruments utilised by LLS are outlined below. These financial instruments arise directly from the entity's operations or are required to finance the entity's operations. The entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The entity's main risks arising from financial instruments are outlined below, together with the entity's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The LLS Board has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the entity, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Board on a continuous basis.

### (a) Financial instrument categories

Financial Assets Class:	Note	Category	Consolidated		Parent	
			Carrying Amount	Carrying Amount	Carrying Amount	Carrying Amount
			2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Cash and cash equivalents	5	At amortised cost	52,544	88,762	52,544	88,762
Receivables <sup>1</sup>	6	Receivables (at amortised cost)	41,521	23,672	41,521	23,672
			<b>94,065</b>	<b>112,434</b>	<b>94,065</b>	<b>112,434</b>
Payables <sup>2</sup>	13	Financial liabilities (at amortised cost)	32,314	26,771	53,301	46,427
Lease liabilities	14	Financial liabilities (at amortised cost)	26,915	31,387	26,915	31,387
			<b>59,229</b>	<b>58,158</b>	<b>80,216</b>	<b>77,814</b>

#### Notes

- Excludes statutory receivables and prepayments (i.e. not within scope of AASB 9).
- Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 9).

### (b) Credit risk

Credit risk arises when there is the possibility of LLS's debtors defaulting on their contractual obligations, resulting in a financial loss to LLS. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for expected credit losses).

Credit risk arises from the financial assets of LLS, including cash, receivables, authority deposits and advances receivable. No collateral is held by LLS. LLS has not granted any financial guarantees.

Credit risk associated with LLS's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

#### Cash

Cash comprises cash on hand and at bank.

#### Receivables - trade debtors

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. LLS applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on historical observed loss rates.

Trade debtors are written off when there is no reasonable expectation of recovery.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the balance sheet.

	Expected credit loss rate	Estimated total gross carrying amount at default \$'000	Allowance for expected credit losses \$'000
	%		
<b>2021</b>			
<3 months overdue	6.81	5,487	374
3 months - 6 months overdue	17.3	661	114
6 months - 18 months overdue	22.96	2,143	492
>18 months overdue	100	2,819	2,819
		<b>11,110</b>	<b>3,799</b>
<b>2020</b>			
<3 months overdue	6.81	1,315	90
3 months - 6 months overdue	17.3	227	39
6 months - 18 months overdue	22.96	1,040	239
> 18 months overdue	100	3,487	3,487
		<b>6,069</b>	<b>3,855</b>

#### Notes

- Each column in the table reports 'gross receivables'.
- The ageing analysis excludes statutory receivables and prepayments, as these are not within the scope of AASB 7 and excludes receivables that are not past due. Therefore, the 'total' does not reconcile to the receivables total recognised in the statement of financial position.

## 21. FINANCIAL INSTRUMENTS (continued)

### (c) Liquidity risk

Liquidity risk is the risk that LLS will be unable to meet its payment obligations when they fall due. LLS continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of loans and other advances.

During the current year and prior year, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The exposure of LLS to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW Treasury Circular 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the period was Nil%(30 June 2019 - Nil%).

The table below summarises the maturity profile of LLS's financial liabilities, together with the interest rate exposure.

FINANCIAL INSTRUMENTS Consolidated								
	Weighted Average Effective Int. Rate	Nominal Amount <sup>1</sup>	Interest rate exposure			Maturity dates		
			Fixed Int. Rate	Variable Int. Rate	Non-interest Bearing	< 1 yr	1 - 5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000			
<b>2021</b>								
Payables	0.0%	32,314	-	-	32,314	-	-	-
Lease liabilities	2.1%	26,915	-	26,915	-	4,386	17,705	4,824
		<b>59,229</b>	-	<b>26,915</b>	<b>32,314</b>	<b>4,386</b>	<b>17,705</b>	<b>4,824</b>
<b>2020</b>								
Payables	0.0%	26,771	-	-	26,771	-	-	-
Lease liabilities	0.0%	31,387	-	31,387	-	4,638	18,320	8,429
		<b>58,158</b>	-	-	<b>26,771</b>	<b>4,638</b>	<b>18,320</b>	<b>8,429</b>

FINANCIAL INSTRUMENTS Parent								
	Weighted Average Effective Int. Rate	Nominal Amount <sup>1</sup>	Interest rate exposure			Maturity dates		
			Fixed Int. Rate	Variable Int. Rate	Non-interest Bearing	< 1 yr	1 - 5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000			
<b>2021</b>								
Payables	0.0%	53,301	-	-	53,301	-	-	-
Lease liabilities	2.1%	26,915	-	26,915	-	4,386	17,705	4,824
		<b>80,216</b>	-	<b>26,915</b>	<b>53,301</b>	<b>4,386</b>	<b>17,705</b>	<b>4,824</b>
<b>2020</b>								
Payables	0.0%	46,427	-	-	46,427	-	-	-
Lease liabilities	0.0%	31,387	-	31,387	-	4,638	18,320	8,429
		<b>77,814</b>	-	<b>31,387</b>	<b>46,427</b>	<b>4,638</b>	<b>18,320</b>	<b>8,429</b>

#### Notes:

- The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which LLS can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

### (d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. LLS's exposures to market risk are primarily through interest rate risk on borrowings. LLS has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which LLS operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposure in existence at the reporting date. The analysis assumes that all other variables remain constant.

## 21. FINANCIAL INSTRUMENTS (continued)

### Interest rate risk

As LLS has no interest bearing liabilities its exposure to interest rate risk is minimal. LLS does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. LLS's exposure to interest rate risk is set out below.

### Consolidated

	Carrying Amount \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
		-1%		+1%	
<b>2021</b>					
<b>Financial Assets</b>					
Cash and cash equivalents	52,544	(525)	(525)	525	525
Receivables	41,521	(415)	(415)	415	415
<b>Financial Liabilities</b>					
Payables	32,314	(323)	(323)	323	323
Lease liabilities	26,915	(269)	(269)	269	269

### 2020

<b>Financial Assets</b>					
Cash and cash equivalents	88,762	(888)	(888)	888	888
Receivables	23,672	(237)	(237)	237	237
<b>Financial Liabilities</b>					
Payables	26,771	(268)	(268)	268	268
Lease liabilities	31,387	(314)	(314)	314	314

### Parent

	Carrying Amount \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
		-1%		+1%	
<b>2021</b>					
<b>Financial Assets</b>					
Cash and cash equivalents	52,544	(525)	(525)	525	525
Receivables	41,521	(415)	(415)	415	415
<b>Financial Liabilities</b>					
Payables	53,301	(533)	(533)	533	533
Lease liabilities	26,915	(269)	(269)	269	269

### 2020

<b>Financial Assets</b>					
Cash and cash equivalents	88,762	(888)	(888)	888	888
Receivables	23,672	(237)	(237)	237	237
<b>Financial Liabilities</b>					
Payables	46,427	(464)	(464)	464	464
Lease liabilities	31,387	(314)	(314)	314	314

### (e) Fair value recognised in the statement of financial position

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short-term nature of many of the financial instruments.

## 22. RELATED PARTIES

### (a) Key Management Personnel

Compensation was paid to key management personnel, in aggregate, during the year according to the following table

Type of compensation	2021 \$'000	2020 \$'000
Short-term employee benefits	5,301	4,963
Non-monetary benefits	9	7
Post-employment benefits	508	595
Termination benefits	67	-
Total	5,885	5,565

During the year, Local Land Services did not enter into transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

### (b) Related Parties

During the year, Local Land Services entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. These transactions (incurred in the normal course of business) in aggregate are a significant portion of the entity's revenue and expenses, and the nature of these significant transactions are detailed below;

Entity/Fund	Nature of Transaction
Audit Office of New South Wales	Audit services
Property NSW	Rent and accommodation
NSW Self Insurance Corporation	Insurance premiums and claims receipts
Water NSW	Grants received
NSW Department of Education	Contracted works
NSW Department of Planning, Industry and Environment	Grants received and corporate services
NSW Food Authority	Meat Industry Levy
Regional NSW	Grants received and corporate services
Technical and Further Education NSW (TAFE)	Rent and accommodation
Local Land Services Staff Agency	Personnel services
NSW Department of Customer Service	Payroll tax

## 23. CORRECTION OF PRIOR PERIOD ERROR

During the year, LLS commissioned a project to identify and assess improvements carried in Travelling Stock Reserves (TSRs) across the state. This activity utilised sampling and extrapolation to support the development of a methodology to determine the fair value of improvements across the some 6,600 TSR sites statewide. Whilst the identification and assessment of assets across the network is ongoing, the fair value of assets derived using the methodology has enabled an error in the opening assets and equity balances reported by LLS to be quantified.

Upon formation on 1 January 2014, LLS assumed the assets and liabilities of the entities abolished by the *Local Land Services Act 2013*. The error has originated from incomplete asset records resulting in deficiencies in asset recording and details carried through from the former entities. The quantum of this error cannot be attributed to any period or periods in particular and as such, LLS considers the restatement of opening balances at 1 July 2019 to be the most practicable means to reflect the adjustment.

A summary of the key impacts to the financial statements and the restatement of those balances is set out below:

	Balance at 30 June 2020 Actual \$'000	Impact Increase / (Decrease) \$'000	Restated Balance 30 June 2020 Actual \$'000
<b>Statement of Comprehensive Income (Consolidated)</b>			
Depreciation and amortisation	6,966	4,440	11,406
<b>Total expenses excluding losses</b>	<b>282,290</b>	<b>4,440</b>	<b>286,730</b>
<b>Operating result</b>	<b>9,465</b>	<b>(4,440)</b>	<b>5,025</b>
<b>Net result</b>	<b>9,492</b>	<b>(4,440)</b>	<b>5,052</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>224,933</b>	<b>(4,440)</b>	<b>220,493</b>
<b>Statement of Financial Position (Consolidated)</b>			
<b>Assets</b>			
Property, plant and equipment - infrastructure systems	22,129	93,294	115,423
<b>Total property, plant and equipment</b>	<b>849,625</b>	<b>93,294</b>	<b>942,919</b>
<b>Total non-current assets</b>	<b>887,504</b>	<b>93,294</b>	<b>980,798</b>
<b>Total assets</b>	<b>1,003,545</b>	<b>93,294</b>	<b>1,096,839</b>
<b>Net assets</b>	<b>889,600</b>	<b>93,294</b>	<b>982,894</b>
<b>Equity</b>			
Accumulated funds	530,284	93,294	623,578
<b>Total equity</b>	<b>889,600</b>	<b>93,294</b>	<b>982,894</b>

23. CORRECTION OF PRIOR PERIOD ERROR (continued)

	Balance at 1 July 2019	Impact Increase / (Decrease)	Restated Balance 1 July 2019
	Actual \$'000	\$'000	Actual \$'000
<b>Statement of Financial Position (Consolidated)</b>			
<b>Assets</b>			
Property, plant and equipment - infrastructure systems	22,650	97,734	120,384
<b>Total property, plant and equipment</b>	<b>633,334</b>	<b>97,734</b>	<b>731,068</b>
<b>Total non-current assets</b>	<b>636,250</b>	<b>97,734</b>	<b>733,984</b>
<b>Total assets</b>	<b>720,290</b>	<b>97,734</b>	<b>818,024</b>
<b>Net assets</b>	<b>664,667</b>	<b>97,734</b>	<b>762,401</b>
<b>Equity</b>			
Accumulated funds	520,792	97,734	618,526
<b>Total equity</b>	<b>664,667</b>	<b>97,734</b>	<b>762,401</b>

24. STATE OUTCOMES AND PROGRAMS

As part of the Regional NSW Cluster, LLS operates and contributes to NSW State Outcome 1 *Productive and Sustainable Land Use* and State Outcome 2 *Stronger Primary Industries*. LLS continues to provide the people of NSW a range of service offerings in the areas of natural resource management, animal and plant biosecurity, agricultural advisory and emergency management.

25. SUBSEQUENT EVENTS

The impact of the Coronavirus (COVID-19) pandemic is ongoing and whilst it has not had a material impact on the operations of LLS up to 30 June 2021, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The impact of the pandemic worldwide and domestically continues to evolve and is dependent on measures imposed by both Federal and State Governments and other countries, such as maintaining social distancing requirements, quarantine and any economic stimulus that may be provided.

LLS continues to monitor and assess risks and impacts of climate change to its operations. Whilst any direct impacts or imminent scenarios are not quantifiable, it is probable services provided by LLS to the people of NSW could increase as landholders experience impacts of climate change events. In recent years instances of emergency events and increased pest incursions have required significant input from LLS staff assisting landholders in dealing with these events.

Other than the above, no other matter or circumstance has arisen since 30 June 2021 that has significantly affected, or may significantly affect LLS's operations, the results of those operations, or LLS's state of affairs in future financial years.

End of audited financial statements

# Appendix

## Land disposal

Local Land Services did not dispose of any land during 2020-21..

## Disclosure of controlled entities and subsidiaries

Local Land Services Staff Agency is a controlled entity of Local Land Services.

Local Land Services Staff Agency is an agency of the NSW Public Service, established pursuant to Part 2 of Schedule 1 of the *Government Sector Employment Act 2013* to provide personnel services to Local Land Services.

The operations of Local Land Services Staff Agency are consolidated as part of the Local Land Services financial statements included in this report.

Local Land Services does not have any subsidiaries.

# Acronyms

<b>AASFA</b>	Agriculture and Animal Services Functional Area
<b>ABS</b>	Australian Bureau of Statistics
<b>BSE</b>	Bovine spongiform encephalopathy
<b>CEO</b>	Chief Executive Officer
<b>DLO</b>	Departmental liaison officer
<b>EIS</b>	Environmental Impact Statement
<b>EMU</b>	Ecosystem management understanding
<b>FTE</b>	Fulltime equivalent
<b>GPS</b>	Global positioning system
<b>GSE</b>	Government sector employment
<b>ICT</b>	Information communications technology
<b>KPI</b>	Key performance indicator
<b>LALC</b>	Local Aboriginal Land Council
<b>MERI</b>	Monitoring Evaluation Reporting and Improvement Framework
<b>MoU</b>	Memorandum of understanding
<b>MyLLS</b>	My Local Land Services customer portal
<b>NPS</b>	Net promoter score
<b>NRM</b>	Natural resource management
<b>NSW DPI</b>	NSW Department of Primary Industries
<b>PID</b>	Public interest disclosure
<b>PNF</b>	Private native forestry
<b>RBMS</b>	River basin management system
<b>RHDV</b>	Rabbit Hemorrhagic Disease Virus
<b>SDLAM</b>	Sustainable Diversion limits adjustment mechanism
<b>SLM</b>	Sustainable land management
<b>SWAG</b>	Statewide advisory group
<b>SWMS</b>	Safe work method statements
<b>TSR</b>	Travelling stock reserve
<b>VPIT</b>	Vertebrate Pesticide Induction Training
<b>WHA</b>	World Heritage Area
<b>WHS</b>	Work health and safety



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