



Local Land Services Hunter

Annual Business Plan

Financial Year 2016-2017

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Purpose

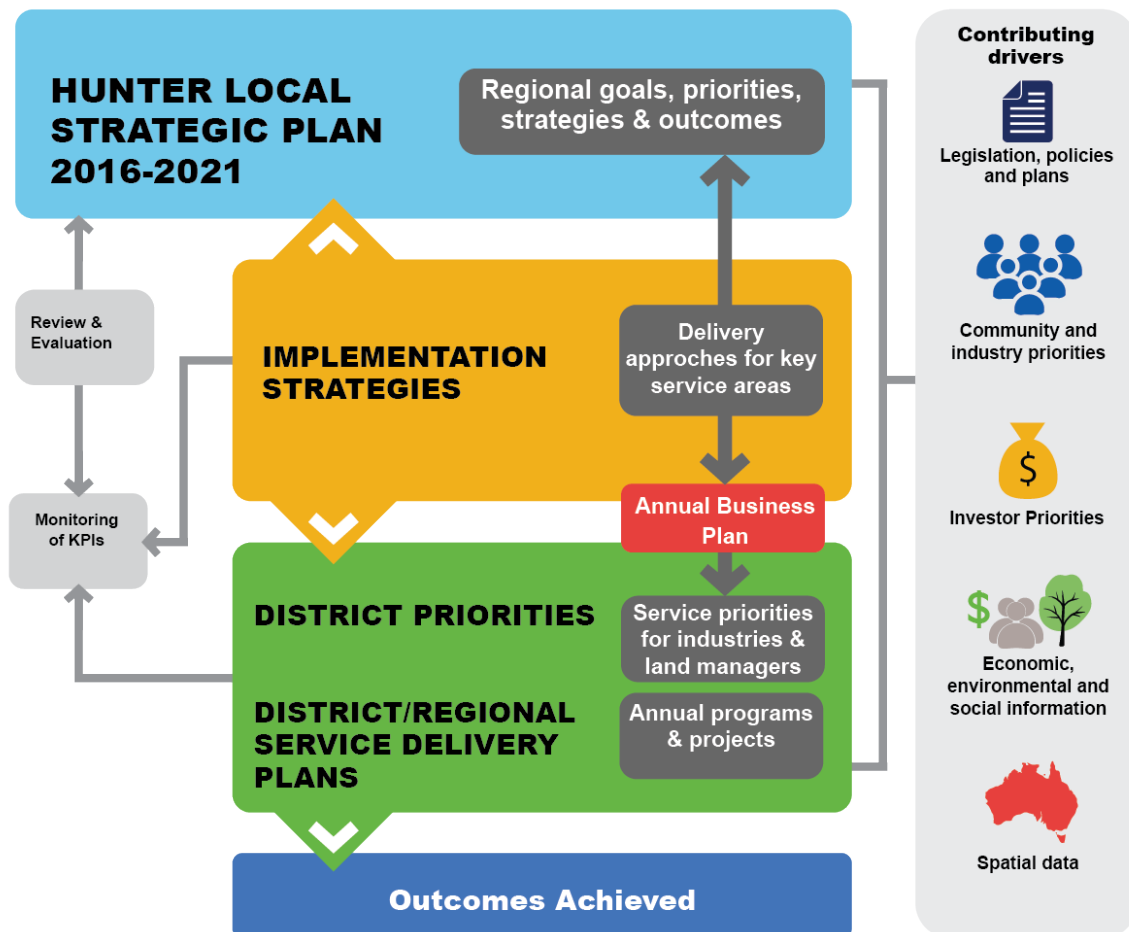
The purpose of this document is to provide a rolling annual business plan to the Board, staff and stakeholders that demonstrates how Hunter Local Land Services (HLLS) will deliver the Local Land Services (LLS) vision and mission.

Background

This report should be read in conjunction with the LLS Strategic Plan, the HLLS Strategic Plan and the HLLS Implementation Strategies.

Planning Framework

The Local Strategic Plan sets out the planning framework of Hunter Local Land Services as follows;



The LLS planning documents consist of;

Hierarchy	Document Name	Purpose	Availability
1	State Strategic Plan	"The State Strategic Plan sets the vision and goals for Local Land Services for the next 10 years and outlines the strategies through which these goals will be achieved" Hunter LLS Strategic Plan 2016-2021, p7	Public document
2	Local Strategic Plan	"The Hunter Local Strategic Plan prioritises and directs Hunter Local Land Services' customer services, partnerships and investment across the region for the next five years. It sets out the goals for Hunter Local Land Services, defines our organisational priorities, outlines the strategies through which these goals and priorities will be addressed, and describes how we will assess success. It provides the strategic framework for shorter-term business plans/" Hunter LLS Strategic Plan 2016-21, p8	Public document
3	Business Plan	The business plan will document how and what the HLLS will deliver against the Local Strategic Plan, and guide the development of the Service Delivery Plans.	Public document including Annual Services and Outcomes Document
4	Implementation Strategies	"Clearly define the specific outcomes we are pursuing and the specific service delivery approaches we will implement. They will consider information from investor preferences, spatial priorities and community feedback. They have been flagged as short-term priority actions throughout this Plan and will be developed during 2016". Hunter LLS Strategic Plan 2016-2021, P32.	Public documents
5	Service Delivery Plans	"Detail the priorities, programs and projects to be delivered in each of the districts on an annual basis. They will contain information about the budget and resources dedicated to each service, and will be completed by June of each year". Hunter LLS Strategic Plan, P32.	Public documents provided to the Community Advisory Groups
6	Performance Development Plans (work plans)		Internal documents

Link to Government Plans and Priorities

"As a NSW Government entity, Local Land Services is responsible for contributing to the NSW Premier's and State Priorities as well as other plans such as the Agricultural Industry Action Plan, the NSW Biosecurity Strategy and the OCHRE: Aboriginal Affairs Plan. Local Land Services also contributes to the strategic objectives and outcomes of the Australian Government's National

Landcare Programme. In addition, a range of NSW and Australian Government legislation, policies and plans have influenced the development of the strategic plan. When combined, these plans, policies and strategies lay out the overarching goals for NSW and Australia. The actions that contribute to these overarching goals are appropriately reflected at state and local level in the state and local strategic plans and their goals, strategies, objectives, actions and key performance indicators". Hunter Local Land Services Strategic Plan 2016-2021, p 35.

Our Investment in Natural Resource Management, Agriculture and Biosecurity

The HLLS received funding through four key funding streams for investment in Natural Resource Management, Agriculture and Biosecurity, which are supplied through the NSW Government Catchment Action NSW administered by the Office of Environment and Heritage, the National Landcare Programme administered by the Australian Government, Hunter Catchment Contribution levied in the Hunter Catchment, and the collection of rates on all properties greater than 10ha.

Catchment Action NSW

Catchment Action NSW is the NSW Government's regionally-delivered project funding to address state natural resource management priorities. Previously sourced through the Minister for Primary Industries, from 2014-15 it is being funded from the Waste and Environment Levy via the Minister for the Environment. (Natural Resources Commission, 2016)

The Office of Environment and Heritage has indicated that the investment priorities for this funding are:

1. Native Vegetation (including pests and weeds) 40% of total funding
2. Biodiversity Conservation 30% of total funding
3. Threatened Species – 20% of total funding
4. Aboriginal Cultural Heritage – 10% of total funding

Catchment Action NSW prioritises the on-ground delivery of programs and restricts the regions to 10% administration charges, and 35% of the allocation on staff salaries.

National Landcare Programme

By investing in local and regional projects that deliver against the Programme's Strategic Objectives and Outcomes, the Australian Government recognises the important contribution of local communities and regional natural resource management organisations in assisting Australia to meet its national and international obligations (Aust Govt. 2016).

The National Landcare Programme has four strategic objectives that funding is supported against. Funding for the National Landcare Programme is completed on a four year cycle.

Strategic Objectives	Strategic Outcomes	Contribution to national and international obligations
Strategic Objective 1: Communities are managing landscapes to sustain long-term economic and social benefits from their environment.	Maintain and improve ecosystem services through sustainable management of local and regional landscapes.	Protection and restoration of ecosystem function, resilience and biodiversity; appropriate management of invasive species which threaten ecosystems, habitats or native species.
Strategic Objective 2: Farmers and fishers are increasing their long term returns through better management of the natural resource base.	Increase in the number of farmers and fishers adopting practices that improve the quality of the natural resource base, and the area of land over which those practices are applied.	Sustainable management of agriculture and aquaculture to conserve and protect biological diversity and reduce greenhouse gas emissions and increase carbon stored in soil.
Strategic Objective 3: Communities are involved in caring for their environment.	Increase engagement and participation of the community, including landcare, farmers and Indigenous people, in sustainable natural resource management.	Build community awareness of biodiversity values, skills, participation and knowledge, including Indigenous knowledge and participation, to promote conservation and sustainable use of biological diversity.
Strategic Objective 4: Communities are protecting species and natural assets.	Increase restoration and rehabilitation of the natural environment, including protecting and conserving nationally and internationally significant species, ecosystems, ecological communities, places and values.	Reduce the loss of natural habitats, degradation and fragmentation; protecting or conserving Matters of National Environmental Significance including management of World Heritage Areas, Ramsar wetlands, national heritage etc.; reduce the number of nationally threatened species and improve their conservation status.

The National Landcare Programme prioritises the on-ground delivery of programs and restricts the regions to 10% administration charges including Monitoring Evaluation and Reporting (MER).

Hunter Catchment Contribution

The HLLS raises the Hunter Catchment Contribution under Part 4 of the Local Land Services Regulation 2014, on all rateable land in the Hunter Catchment (see map) with an unimproved capital value exceeding \$300. The approved objectives of the Hunter Catchment Contribution are to:

1. Contribute to the effective maintenance and management of the Hunter Valley Flood Mitigation Scheme
2. Increase the resilience of the Hunter Valley community to prepare for, respond to, and recover from natural disasters such as floods.
3. Work with private and public land managers to improve the management of rivers, estuaries and biodiversity.
4. Support landholders to manage soils, vegetation, invasive pests and priority weeds.

The Hunter Catchment Contributions are the basis for funding flood mitigation responsibilities under the *Water Management Act (2000)*, and Condition of Approval for Hexham Swamp Rehabilitation Project under the *Environmental Planning and Assessment Act (1979)*.

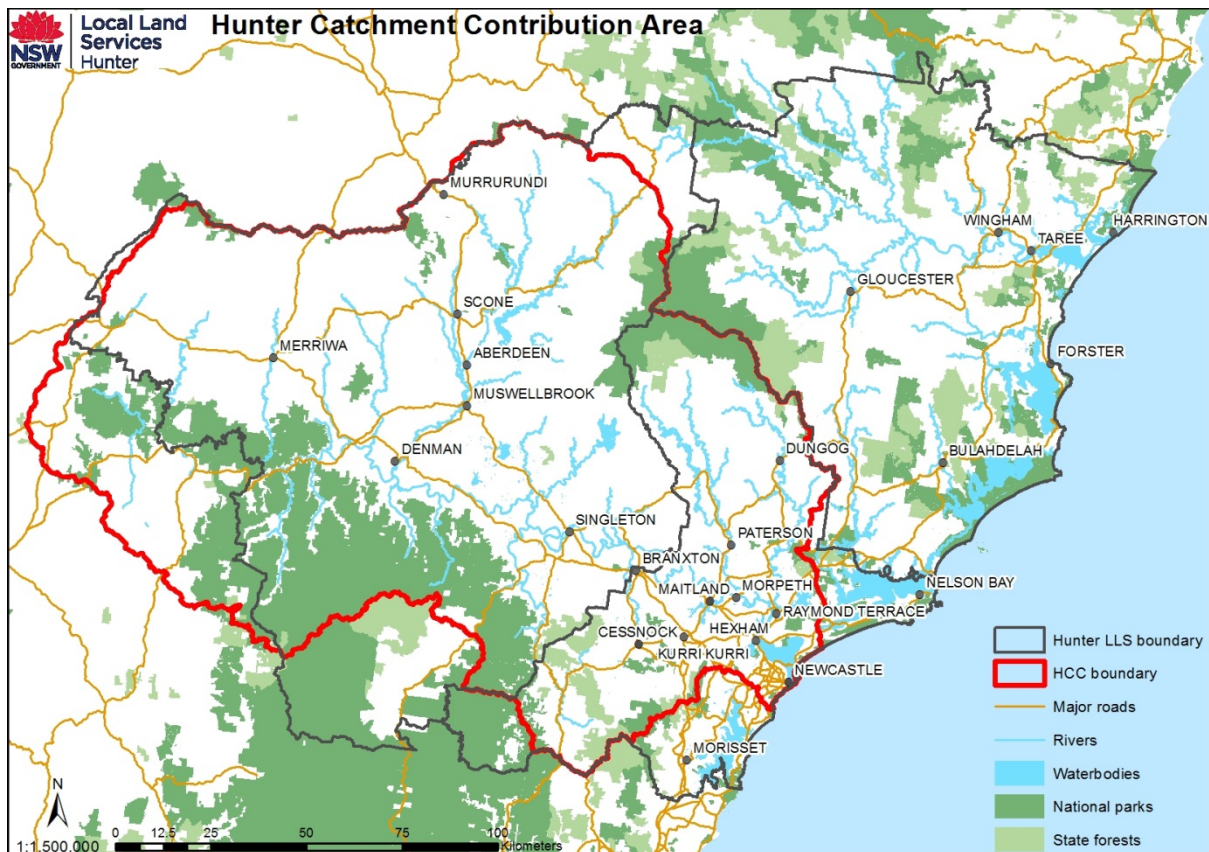
Under the *Water Management Act (2000)*, Hunter LLS is legislatively required to fund 25% of maintenance and construction costs for the Hunter Valley Flood Mitigation Scheme. The other 75% is borne by NSW Office of Environment and Heritage.

Under *Environmental Planning and Assessment Act*:

- Part 3A enables LLS approval to operate the Hexham Swamp Rehabilitation Project (HSRP).
- LLS's obligation is to comply with 57 conditions of consent under this approval.
- Most conditions are met with HCC levy.

The LLS Regulation states that:

- s33 Local Land Services may levy catchment contributions
 - A catchment contribution may only be levied to fund a shortfall in available funding for the catchment activities of Local Land Services.
- s35 Estimates of income and expenditure to be prepared
- the expenditure to be incurred during the charging year in relation to Local Land Services functions relating to natural resource management.



Note that the HCC boundary is approximate

Our Investment in Biosecurity and Animal Health Projects

Rates

The LLS raises rates under Part 2 of the Local Land Services Regulation 2014. LLS rates are set by the Board of Chairs. Rates are utilised to fund the LLS obligations for animal biosecurity and welfare, invasive species control and education, emergency management and customer service functions.

Rates are currently under review by IPART “Review of funding framework for Local Land Services NSW draft report September 2013”.

Commercial Funding

Funding for biosecurity projects is delivered through rates and commercial revenue. This funding supports the implementation of the NSW Biosecurity Strategy 2013-2012, the animal biosecurity and welfare plan 2016-17 and the draft NSW invasive species plan 2015-2022.

Our Investment in Agriculture, Corporate and Support services

Recurrent funding

Funding for our corporate and support services are provided by NSW Treasury through a recurrent allocation. This funding supports the Chairperson of the Board, Ministerially appointed Board members, corporate staff and funds core requirements such as accommodation and insurance. Recurrent funding is used to ensure the region sets high standards of governance, program planning and delivery. A component of the recurrent grant supports the agricultural productivity services provided by the region.

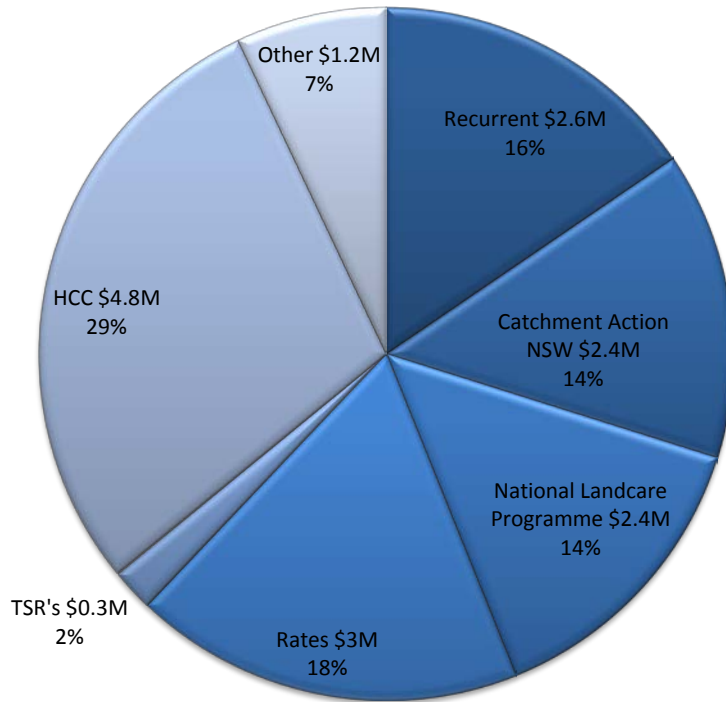
2016- 2017 Organisational Budget

Revenue expectations for the financial year 2016-2017 year is expected to be greater than \$16.7M, however a revenue risk in 2016-2017 is the unknown component of NSW Treasury funding being provided to HLLS. In addition there is on-going investor revenue risk associated to temporary funding sources which will extend into 2017-2018, particularly Catchment Action NSW and the National Landcare Programme. HLLS is working to deliver a sustainable and long term future for the LLS and is working to expand to source funding from additional resources to mitigate this risk. In the previous year the amount of cash funding has equated to \$2,290,000. The breakdown of revenue as known;

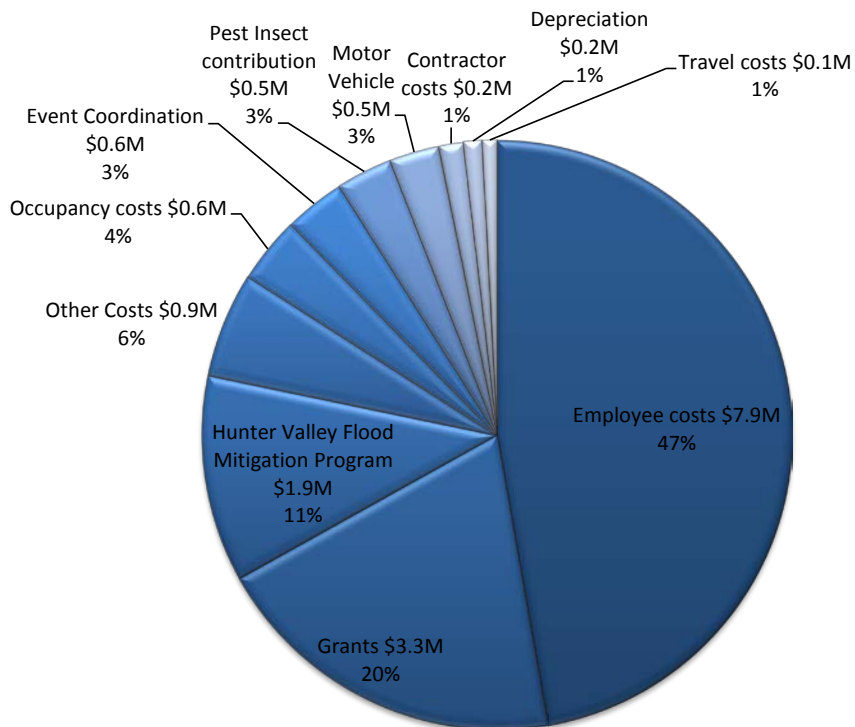
Funding Type	Amount ('\$000)
Recurrent*	\$2,600
Catchment Action NSW	\$2,412
National Landcare Programme	\$2,361
Hunter Catchment Contribution	\$4,854
Rates	\$3,055
TSR	\$332
Competitive Grants	\$916
Other Commercial Funding	\$262
Total	\$16,792

*Note: Recurrent cash funding is an estimate only (\$2,290,000). There is non cash component of recurrent funding.

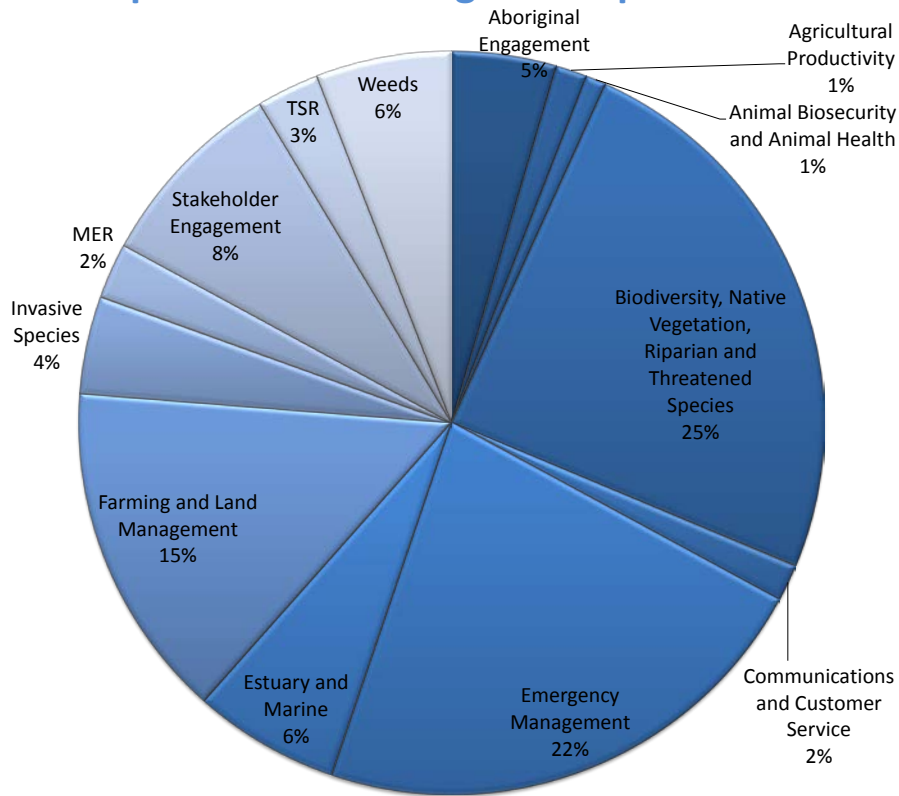
Revenue 2016-17 Financial Year



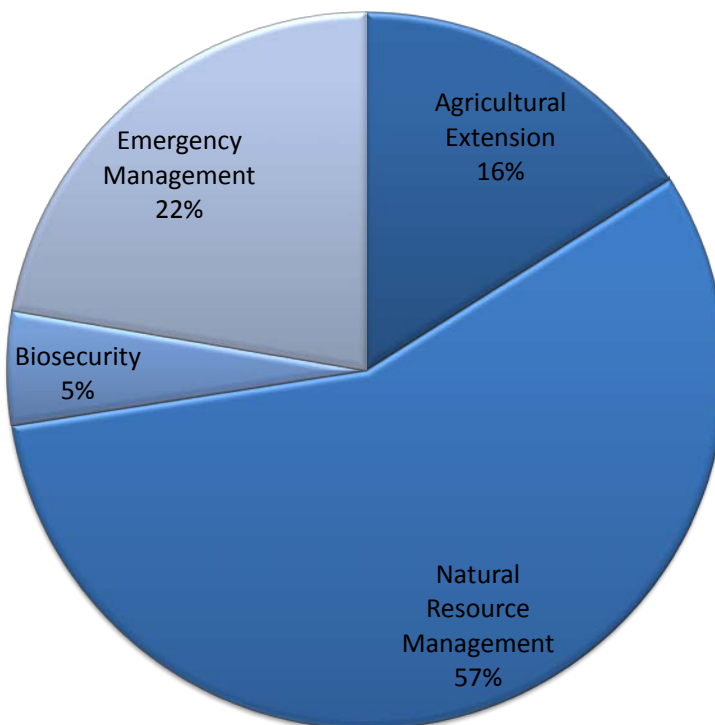
Expenditure 2016-17 Financial Year



Operational Funding for LLS priorities



Operating Funding on LLS themes



2016 -2017 Organisational Budget

	Recurrent	Catchment Action NSW	National Landcare Programme	Rates	TSR's	Hunter Catchment Contributions	Other	Total
Revenue items								
Grants	2,290,000	2,412,222	2,361,000	-	-	4,854,842	917,861	12,835,925
Rates	-	-	-	2,536,273	-	-	-	2,536,273
Special rate (Pest Insect)	-	-	-	519,000	-	-	-	519,000
Permits	-	-	-	-	332,000	-	-	332,000
Other	-	-	-	-	-	-	258,950	258,950
Acceptance by the Crown	310,000	-	-	-	-	-	-	310,000
Total revenue	2,600,000	2,412,222	2,361,000	3,055,273	332,000	4,854,842	1,176,811	16,792,148
Expenses								
Employee costs	2,366,085	802,000	895,117	1,862,592	176,951	1,600,714	228,193	7,931,652
Grants	-	1,173,000	689,483	-	-	733,357	706,093	3,301,933
Contractor costs	25,000	30,000	5,000	15,000	20,000	-	134,000	229,000
Motor Vehicle costs	80,850	26,880	30,996	205,326	47,520	60,774	4,200	456,546
Travel costs	47,875	9,600	11,070	36,183	3,600	21,705	1,500	131,533
Occupancy costs	277,410	-	-	170,349	22,560	136,018	9,400	615,737
Training, WHS, Uniform and IT costs	89,540	29,120	33,579	71,811	7,656	46,159	3,190	281,055
Events	-	100,400	459,655	-	-	169,615	90,235	819,905
Hunter Valley Flood Mitigation Program	-	-	-	-	-	1,836,000	-	1,836,000
Pest Insect contribution	-	-	-	519,000	-	-	-	519,000
Depreciation	103,340	-	-	21,500	41,100	7,500	-	173,440
Other Costs	87,222	-	-	153,512	12,613	243,000	-	496,347
Administrative Overhead	(477,322)	241,222	236,100	-	-	-	-	-
Total expenses	2,600,000	2,412,222	2,361,000	3,055,273	332,000	4,854,842	1,176,811	16,792,148
Net result	0	0	0	0	0	0	0	0
EFT	18.25	6.40	7.38	18.12	2.40	14.47	1.00	68.02
Vehicles	9.22	3.23	3.73	10.60	2.40	7.32	0.50	37.00
Vehicle per EFT	0.51	0.51	0.51	0.58	1.00	0.51	0.50	0.54

Delivery of our Strategic Plan in 2016-17

There are many different activities that work together to achieve the strategic plan goals. For example, the NRM program works with building the capacity of the aboriginal community to deliver on ground works, which would deliver on both Goal 1 and 3. For efficiency a linear one to one relationship between the strategic plan goals and outcome statement is assumed.

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
1 COMMUNITIES Resilient, self-reliant and prepared local communities	<p>Preparing industries and communities for, effectively responding to, and helping to recover from biosecurity incidents, emergencies and natural disasters to minimise impacts to agriculture and animals.</p> <p>Preparing the community for floods and improving the effectiveness of the Hunter Valley Flood Mitigation Scheme in managing the impacts of river flooding.</p>	<p><u>National Landcare Programme</u></p> <p>SO3 -Communities are involved in caring for their environment.</p>	<p>Number of Indigenous people participating in NRM – 84</p> <p>Number of Indigenous people employed in NRM – 12</p> <p>Number of management plans developed or updated with Indigenous input and/or involvement – 12</p> <p>Number of people participating in NRM – 750</p> <p>Number of groups participating in NRM – 54</p>	316	2,206	7.4
	<p>Supporting Aboriginal communities in caring for Country in particular through employment and training opportunities in land management.</p> <p>Supporting the community to adapt to climate risks – across the region increasing climate variability, rising temperatures, changed fire regimes and more extreme weather events are likely. Coastal areas will also become vulnerable to sea level rise, storm surges and</p>	<p><u>Catchment Action NSW</u></p> <p>Enhanced capacity of Aboriginal land managers in fire, vegetation and pest animal management.</p> <p>Aboriginal land managers improving environmental and Aboriginal cultural heritage outcomes on Aboriginal land.</p>	<p>Aboriginal Cultural Values Managed – 5ha</p> <p>Terrestrial native vegetation enhanced/rehabilitated – 10ha</p> <p>Community groups or projects assisted - 8</p> <p>Training sessions, workshops, seminars or other skills and training events conducted - 5</p> <p>Participants (training sessions, workshops or seminars) - 40</p>	201		

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds \$'000	Total Operating Funds \$'000	Equivalent Full Time Staff
	<p>erosion.</p> <p>Building the capacity of the community to engage in improving primary production and natural resource management and participate in decision-making.</p>	<p>Aboriginal community engaged identification and recording of Aboriginal sites and objects associated with TSRs</p>	<p>Awareness raising events such as demonstrations, field days or study tours - 2</p> <p>Participants (awareness raising events) – 50</p>			
		<p><u>Hunter Catchment Contribution</u></p> <p>Contribute to the effective maintenance and management of the Hunter Valley Flood Mitigation Scheme</p> <p>Increase the resilience of the Hunter Valley community to prepare for, respond to, and recover from natural disasters such as floods.</p>	<p>Number of awareness raising events such as demonstrations, field days or study tours conducted – 1</p> <p>Number of participants who attended in person days – 100</p>	1,575		
		<p><u>Other Funding</u></p> <p>Effective delivery of core LLS services through recurrent funding</p> <p>Increase engagement of school students in NRM (HWC)</p>	<p>Number of awareness raising events such as demonstrations, field days or study tours conducted – 1</p> <p>Number of participants who attended in person days – 50</p> <p>Number of written products such as brochures, newsletters, posters or fact sheets – 50</p>	\$114		

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
<p style="font-size: 48px; font-weight: bold; margin: 0;">2</p> <p data-bbox="69 979 219 1166">INDUSTRIES Biosecure, profitable, productive and sustainable</p>	<p data-bbox="286 411 750 571">Encouraging and promoting sustainable agricultural practices, increasing the productivity of primary production, and identifying areas of highly productive agricultural land across the region.</p> <p data-bbox="286 667 750 858">Supporting land managers and producers to manage existing weeds such as pasture weeds and environmental woody weeds, and prevent the spread of new and emerging weeds, along with improving coordination of weed management in the region.</p> <p data-bbox="286 959 750 1150">Supporting land managers and producers to manage existing pest animals such as wild dogs (a high priority across much of the region) and pigs, and to respond to new and emerging pest animals such as deer, which impact on the productivity and profitability of agriculture.</p> <p data-bbox="286 1251 750 1410">Responding to and managing animal biosecurity and welfare issues, including livestock health surveillance and certification; and responding to and managing plant biosecurity issues.</p>	<p data-bbox="777 389 1182 448"><u>Animal Biosecurity and Welfare Plan 2016-17</u></p> <p data-bbox="777 485 1032 507">Emerging Animal Diseases</p> <p data-bbox="777 544 1182 635">Effective prevention, preparedness, response and recovery from emergency animal diseases</p> <p data-bbox="777 671 875 694">Endemics</p> <p data-bbox="777 730 1182 821">The negative impacts of established animal diseases and pests of animals are minimised in NSW</p> <p data-bbox="777 858 898 880">Surveillance</p> <p data-bbox="777 917 1182 1045">Improving market access for NSW livestock and livestock products, supported by adequate and relevant surveillance information</p> <p data-bbox="777 1082 891 1104">Traceability</p> <p data-bbox="777 1141 1182 1268">Traceability systems are improved and expanded so that National Livestock Traceability Performance Standards are met</p> <p data-bbox="777 1305 931 1327">Animal Welfare</p> <p data-bbox="777 1364 1182 1455">Animal welfare standards are effectively managed to meet community and customer expectations and support and</p>	<p data-bbox="1209 592 1458 614">Saleyards attended – 229</p> <p data-bbox="1209 651 1458 673">Sentinel herd bleeds – 37</p> <p data-bbox="1209 710 1413 732">TSE submissions – 22</p> <p data-bbox="1209 769 1469 791">RSPCA visits/contacts – 18</p> <p data-bbox="1209 828 1424 850">Welfare advisory – 15</p> <p data-bbox="1209 887 1615 909">Export certifications within 2 days – 100%</p> <p data-bbox="1209 946 1626 1010">Emergency Animal Diseases positives reported – 100%</p> <p data-bbox="1209 1046 1435 1069">Piggery inspections – 6</p> <p data-bbox="1209 1106 1464 1128">Council tip inspections – 2</p> <p data-bbox="1209 1165 1626 1228">Animal biosecurity and welfare field days or events – 39</p>	54	1,789	26.7

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
	<p>Managing land to deal with the impacts of soil degradation – almost all soils in the region are at high risk of some form of soil degradation, and some high value soils are at risk of irreversibly losing soil health and function</p> <p>Continuously improving the skills, resources and knowledge of producers, in particular in whole of property and business management planning that delivers profitable and sustainable agricultural, biosecurity, natural resource management and emergency management outcomes.</p>	<p>enhance market access</p> <p>Residues NSW manages residue and contaminant risks in livestock production to ensure residues and contaminants do not interfere with market access</p> <p>Zoonoses NSW manages significant risks from animal diseases that may affect humans</p> <p><u>Draft NSW Invasive Species Plan 2015-2022</u></p> <p><u>Exclude</u></p> <p>Prevent the establishment of new invasive species</p> <p>Eradicate or Contain</p> <p>Eliminate or prevent the spread of new invasive species</p> <p>Effectively Manage</p> <p>Reduce the impacts of wide spread invasive species</p> <p>Capacity Building</p> <p>Ensure NSW has the ability and</p>	<p>Farmers adopting invasive pest animal control practices - 190</p> <p>Pest animal control (vertebrates) measures implemented – 165,000ha</p> <p>Extension visits - 530</p> <p>Landholders improving knowledge and skills in pest animal control – 470</p> <p>Pest animal control workshops - 25</p> <p>Communication Activities – 21</p> <p>Groups Supported - 27</p>	223		

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
		commitment to manage invasive species				
		<u>National Landcare Programme</u> SO2 - Increase in the number of farmers and fishers adopting practices that improve the quality of the natural resource base.	Number of farming entities adopting sustainable practice change – 54 Area of land (Ha) on which improved management practices have been implemented – 2280ha Number farmers and fishers completing training - 444	443		
		<u>Hunter Catchment Contribution</u> Support landholders to manage soils, vegetation, invasive pests and priority weeds.	Pest animal control (vertebrates) measures implemented – 5ha Pest plant control measures implemented – 14ha Area (Ha) of land managed for sustainable grazing – 243ha	383		
		<u>Catchment Action NSW</u> <u>Hunter Riparian Program</u> This program will protect and improve the management of riparian vegetation with recovery potential, in priority riparian corridors of the Paterson, Allyn, Williams, Karuah, Myall and Wallis Lakes River Systems.	Pest animal control (vertebrates) measures implemented – 768ha Pest plant control measures implemented – 73ha Riparian native vegetation enhanced/rehabilitated – 15ha	146		
		<u>Other Funding</u> Effective delivery of core LLS services	Farmers applying sustainable practices - 13	540		

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
		<p>through recurrent funding</p> <p><u>Williams Dairy Objectives:</u></p> <p>Work in collaboration with the Hunter Water Corporation (HWC) Dairy Effluent and Farm Management Project (DEFMP) to produce complementary on-ground and capacity building outcomes.</p> <p>Build capacity of farmers to manage grazing practices impacting on riparian zones</p> <p>Build partnerships with the Williams catchment cluster of dairy farmers through delivery of tailored extension services</p> <p>Increase adoption of improved riparian management, leading to decreased streambank erosion.</p> <p><u>Strategic Weeds</u></p> <p>Coordinated weed control focused on regional containment and local eradication of a small number of significant weeds including African Olive. Improve biodiversity, habitat and connectivity.</p> <p>Improve native vegetation condition and</p>	<p>Farmers improving knowledge and skills in dairy effluent, cattle heavy use areas and nutrient management - 13</p> <p>Farms with improved waterway crossings - 4</p> <p>African Olive weed control – 30ha</p> <p>Pest plant control measures implemented – 20ha</p> <p>Communication Activities – 7</p> <p>Number of awareness raising events such as demonstrations, field days or study tours conducted - 6</p>			

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
		<p>conservation.</p> <p>Reduce threat of targeted weeds to neighbouring land, pastures and soils.</p> <p>Improve weed detection methods via remote desktop analysis for enhanced strategic weed planning.</p> <p>Coordinate effort and resources in on-ground weed management with active partners (local councils).</p>				
<p>3</p> <p>NATURAL ENVIRONMENTS Healthy, diverse, connected natural environments</p>	<p>Improving the water quality and condition of priority rivers, estuaries, and nationally and internationally important wetlands such as the Myall Lakes and Hunter estuary wetland Ramsar sites.</p> <p>Improving native vegetation connectivity for resilience – key focus areas for connectivity are lands connecting the Greater Blue Mountains and Barrington Tops World Heritage Areas and across to coastal reserved areas, and the Liverpool Ranges – and maintaining or improving native vegetation for a range of natural resource management outcomes.</p> <p>Implementing landscape-scale approaches to</p>	<p><u>Catchment Action NSW</u></p> <p><u>Hunter Threatened Species Program</u></p> <p>This Program will deliver outcomes for threatened species, populations and Endangered Ecological Communities (EECs) consistent with the NSW Saving Our Species (SoS) Program. Specific priorities will be further refined with the Office of Environment and Heritage (OEH).</p> <p><u>Hunter Native Vegetation Program</u></p> <p>This program will increase the extent and or condition of native vegetation in priority biodiversity investment areas identified with OEH including key regional biodiversity corridors and</p>	<p>Area protected under voluntary conservation agreement – 640ha</p> <p>Terrestrial native vegetation enhanced/rehabilitated – 688ha</p> <p>Area protected under management plan – 70ha</p> <p>Wetland native vegetation</p>	<p>943</p>	<p>2,522</p>	<p>18.2</p>

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
	<p>deal with threats to the natural environment – in particular, supporting land managers to rehabilitate degraded habitat, manage weeds and pests, and contributing to the recovery of high priority and iconic species and listed threatened ecological communities.</p> <p>Working with stakeholders and land managers on surface and groundwater resource availability that sustains productive agriculture and natural assets.</p>	<p>habitat for threatened species, populations and ecological communities.</p> <p><u>Hunter Travelling Stock Reserve (TSR) Program</u></p> <p>TSRs identified for potential SoS delivery in the Hunter region by OEH will be considered for protection and enhancement of biodiversity.</p> <p><u>Hunter Riparian Program</u></p> <p>This program will protect and improve the management of riparian vegetation with recovery potential, in priority riparian corridors of the Paterson, Allyn, Williams, Karuah, Myall and Wallis Lakes River Systems.</p> <p><u>Hunter Estuary and Marine Program</u></p> <p>This program will protect and enhance the condition of wetlands and estuarine habitats in the internationally and nationally important Myall Lakes, Hunter Estuary, Myall River, Port Stephens, Lake Macquarie and Karuah River</p>	<p>enhanced/rehabilitated – 15</p> <p>Community groups or projects assisted - 5</p> <p>Awareness raising events such as demonstrations, field days or study tours – 5</p> <p>Participants (awareness raising events) – 150</p>			

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
		<p><u>National Landcare Programme</u></p> <p>SO1 - Maintain and improve ecosystem services through sustainable management of local and regional landscapes.</p> <p>SO4 - Increase restoration and rehabilitation of the natural environment, including protecting and conserving nationally and internationally significant species, ecosystems, ecological communities, places and values</p>	<p>Increase in area (Ha) of regionally significant species habitat or communities – 5ha</p> <p>Increase/maintenance of condition of regionally significant species habitat or communities. – 93ha</p> <p>Number of farming entities adopting sustainable practice change – 1</p> <p>Area of land (Ha) on which improved management practices have been implemented – 240ha</p> <p>Number farmers and fishers completing training – 36</p> <p>Area (Ha) managed for water values – 3ha</p> <p>Increase/maintenance of condition of threatened ecological communities – 30</p> <p>Increase in area and/or condition (Ha) of habitat for migratory species – 2</p> <p>Area (Ha) managed for water values - 6</p>	374		
		<p><u>Hunter Catchment Contribution</u></p> <p>Work with private and public land managers to improve the management of rivers, estuaries and biodiversity.</p>	<p>Terrestrial native vegetation enhanced/rehabilitated – 12ha</p> <p>Riparian native vegetation enhanced/rehabilitated – 28ha</p>	700		

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
		Support landholders to manage soils, vegetation, invasive pests and priority weeds.				
		<u>TSR</u> Build landholder capacity to undertake and support sustainable grazing practice change in line with Hunter LLS TSR Plan of Management (PoM) Regional Principles of Management. Maximise uptake of long term grazing permits (LGP) on TSRs in the Hunter LLS Operate TSR’s as a commercial arm of the Hunter LLS business Maximise returns to lessors and Hunter LLS by optimising the length of the leasing period provided	TSR infrastructure maintained on 7,000ha Compliance by TSR users with stock permit conditions - 7,000ha Pest animal control (vertebrates) measures implemented – 1800ha Pest plant control measures implemented – 1800ha	33		
		<u>Other funding</u>	Native vegetation condition improved -	472		

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
		<p><u>Biodiversity and Landscape Connectivity</u></p> <p>Protect, improve and expand high conservation value biodiversity habitat connectivity, quality and condition.</p> <p>Increase the resilience of biodiversity in the Hunter region to climate change impacts.</p> <p>Improve native vegetation, biodiversity and threatened species management practices.</p> <p>Integrate delivery of native vegetation, biodiversity and threatened species extension services, incentives for practice change, and Native Vegetation Act implementation, at a whole farm scale</p> <p>Paxton Catchment Health Improvement Program</p> <p>Hunter Estuary Management Grant Program</p>	<p>50ha</p> <p>Farm extension visits - 5</p> <p>Farmers improving knowledge and skills in native vegetation conservation and management - 5</p> <p>Condition assessments conducted on PVP sites - 10</p> <p>Monitoring sites established - 8</p> <p>Field days - 3</p> <p>Landholders improving knowledge and skills in native vegetation conservation and management engaged - 20</p> <p>Case studies, DVDs and web publishing - 4</p>			

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds ‘\$000	Total Operating Funds ‘\$000	Equivalent Full Time Staff
<p style="font-size: 48pt; font-weight: bold; margin: 0;">4</p> <p style="margin: 0;">OUR ORGANISATION Innovative, commercially focused and collaborative people delivering best practice business management and reducing red tape</p>	<p>Being responsive and accountable to a diverse range of customers, investors and stakeholders, including maintaining highly skilled and capable staff that are responsive to customers’ needs.</p>	<p>Board members and staff are appropriately skilled and focussed on delivering results and quality customer service.</p>	<p>Professional development/training activities for staff - 30</p> <p>Professional development plans completed – 72</p> <p>Continuous improvement reviews completed – 4</p>	19	96	15.3
	<p>Developing partnerships with a wide range of other service delivery organisations including industry groups and associations, local government, Landcare.</p>	<p>Hunter Local Land Services implements best practice business management and reduces red tape.</p>	<p>Number of red tape reduction measures implemented - 10</p> <p>WHS incident reports responded to within 72 hours – 100%</p>			
	<p>Involving communities in planning and decision-making through community advisory groups.</p>	<p>Hunter Local Land Services has a safe and sustainable organisation</p>	<p>Investor reports submitted on time – 100%</p> <p>Community Advisory Groups Supported – 4</p>			
	<p>Providing customers with efficient and effective processes when dealing with Local Land Services.</p>	<p>Catchment Action NSW</p>	<p>Development of MERI Plan - 1</p> <p>Annual MER and spatial support of Investor Priorities</p>			
	<p>Ensuring investment decision-making is transparent and objective.</p>	<p>National Landcare Programme</p>	<p>Development of MERI Plan</p> <p>Annual MER and spatial support of Investor Priorities</p>			
<p>Ensuring best available knowledge is accessible and that staff incorporate it into service delivery.</p>	<p>Hunter Catchment Contribution</p>	<p>Development of MERI Plan</p> <p>Annual MER and spatial support of Investor Priorities</p>	42			

Strategic Plan Goal	Strategic Plan Goal Priority	Outcome Statement/ Investor Statement	Investor Output Deliverables	Operating Funds '\$000	Total Operating Funds '\$000	Equivalent Full Time Staff
	Responding to a complex and changing legislative and policy environment – in particular, native vegetation and biodiversity reforms and biosecurity reforms					

Operational Budgets and Service Delivery Planning

Operating Budget 2016/17	Aboriginal Engagement	Agricultural Productivity	Animal Biosecurity and Welfare	Natural Resource Management	Communications and customer service	Emergency Management	Estuary and Marine	Farming and Land Management	Invasive Species	Monitoring Evaluation and Reporting	Stakeholder Engagement	TSR	Weeds	Total Operating
Regional Aboriginal Land Management And Capacity Building Program	283,997								10,000			20,000		313,997
Regional Animal Biosecurity			54,000											54,000
Regional Communication, Education and Community Engagement					30,000						96,000			126,000
Regional Dairy Industry Partnership		6,000	5,000								49,000			60,000
Regional Hexham Swamp Rehabilitation Project (HSRP)	15,000						14,000			40,000	1,000			70,000
Regional Hunter Estuary Program					38,897		278,252		18,000				12,000	347,149
Regional Hunter Region Customer Service					15,000									15,000
Regional Hunter River Management Plan and Upper Hunter Implementation				190,000										190,000
Regional Hunter Valley Flood Mitigation Scheme						1,426,667								1,426,667
Regional Invasive Species									118,000					118,000
Regional Landscape Connectivity and Biodiversity Project				197,671	20,000					45,000	26,000		21,963	310,634
Regional MERI and Knowledge										75,276				75,276
Regional Poultry Industry Engagement Project											20,000			20,000
Regional Landcare Facilitator											30,000			30,000
Regional Strategic Partnerships				70,000							5,000			75,000
Regional Strategic Planning											10,000			10,000
Regional Strategic Weeds Program													135,000	135,000
Regional Travelling Stock Reserve (TSR) Maintenance and Capital Works												160,513	2,100	162,613
Regional Weeds coordinating Committee													87,211	87,211
Regional Delivery (2016/17 \$ Allocation)	298,997	6,000	59,000	457,671	103,897	1,426,667	292,252	-	146,000	160,276	237,000	180,513	258,274	3,626,547

Operating Budget 2016/17	Aboriginal Engagement	Agricultural Productivity	Animal Biosecurity and Welfare	Natural Resource Management	Communications and customer service	Emergency Management	Estuary and Marine	Farming and Land Management	Invasive Species	Monitoring Evaluation and Reporting	Stakeholder Engagement	TSR	Weeds	Total Operating
Upper Hunter Beef Industry Partnerships		5,000									28,000			33,000
Upper Hunter Sustainable Agriculture and Land Management Program								273,923					5,000	278,923
Upper Hunter Extension and Advisory Services		33,000									37,116			70,116
Upper Hunter Landcare Partnerships											42,985			42,985
Upper Hunter Biodiversity Program				243,272									27,100	270,372
Upper Hunter Native Vegetation Services				5,000										5,000
Upper Hunter Community Advisory Group											4,000			4,000
Upper Hunter Invasive Pest Animal Services									60,080					60,080
Upper Hunter Strategic Partnerships											40,000			40,000
Upper Hunter (2016/17 \$ Allocation)	-	38,000	-	248,272	-	-	-	273,923	60,080	-	152,101	-	32,100	804,476
Lower Hunter Williams River Dairy Effluent and Farm Management Project								357,433						357,433
Lower Hunter Biodiversity Program				304,965									33,973	338,938
Lower Hunter Landcare Partnerships											30,000			30,000
Lower Hunter Biodiversity on Small Properties				246,052									23,625	269,677
Lower Hunter Community Advisory Group											4,000			4,000
Lower Hunter Native Vegetation Services				5,000										5,000
Lower Hunter Invasive Species Services									39,686					39,686
Lower Hunter Beef Industry Partnership & Sustainable Agriculture Program		18,000						203,650						221,650
Lower Hunter Port Stephens and Lake Macquarie estuary and marine partnerships							27,600							27,600
Lower Hunter Community Engagement Program											16,985			16,985
Lower Hunter Flood Recovery & Emergency Resilience Program						50,000								50,000
Lower Hunter School Engagement Project (with Hunter Water)											45,000			45,000

Operating Budget 2016/17	Aboriginal Engagement	Agricultural Productivity	Animal Biosecurity and Welfare	Natural Resource Management	Communications and customer service	Emergency Management	Estuary and Marine	Farming and Land Management	Invasive Species	Monitoring Evaluation and Reporting	Stakeholder Engagement	TSR	Weeds	Total Operating
Corporation)														
Lower Hunter (2016/17 \$ Allocation)	-	18,000	-	556,017	-	50,000	27,600	561,083	39,686	-	95,985	-	57,598	1,405,969
Manning Great Lakes Community Advisory Group											3,000			3,000
Manning Great Lakes Biodiversity Program				354,181									39,455	393,636
Manning Great Lakes Estuary and Marine Program							51,701							51,701
Manning, Karuah and Great Lakes Advisory Services											25,116			25,116
Manning Great Lakes Beef Industry Partnerships		28,000									20,000			48,000
Manning Great Lakes Landcare Partnerships											28,985			28,985
Manning Great Lakes Native Vegetation Services				5,000										5,000
Manning Great Lakes Invasive Pest Animal Services									35,184					35,184
Manning, Karuah and Great Lakes Sustainable Agriculture Services								136,323						136,323
Hunter Region Oyster Industry Partnership Project					2,000		48,000							50,000
Manning Great Lakes (2016/17 \$ Allocation)	-	28,000	-	359,181	2,000	-	99,701	136,323	35,184	-	77,101	-	39,455	776,945
Total Operating Budget 2016/17	298,997	90,000	59,000	1,621,140	105,897	1,476,667	419,553	971,329	280,950	160,276	562,187	180,513	387,428	6,613,937

Operational Budgets and Strategic Planning

Operating Budget 2016/17	Strategy 1 - Provide Information	Strategy 2 - Deliver Integrated Services	Strategy 3 - Emergency Management	Strategy 4 - Collaborate with Stakeholders	Strategy 5 - Enable Participation	Strategy 6 - Foster Research and Development	Strategy 7 - Aboriginal Culture	Strategy 8 - Consent and Compliance Services	Strategy 9 - Manage Crown Lands	Strategy 10 - Develop LLS Staff	Strategy 11 - Innovation	Strategy 12 - Value Safety and Sustainability	Total Operating
Regional Aboriginal Land Management And Capacity Building Program							313,997						313,997
Regional Animal Biosecurity								54,000					54,000
Regional Education and Community Engagement	126,000												126,000
Regional Dairy Industry Partnership				60,000									60,000
Regional Hexham Swamp Rehabilitation Project (HSRP)		70,000											70,000
Regional Hunter Estuary Program		347,149											347,149
Regional Hunter Region Customer Service	15,000												15,000
Regional Hunter River Management Plan and Upper Hunter Implementation		190,000											190,000
Regional Hunter Valley Flood Mitigation Scheme			1,426,667										1,426,667
Regional Invasive Species								118,000					118,000
Regional Landscape Connectivity and Biodiversity Project		310,634											310,634
Regional MERI and Knowledge											75,276		75,276
Regional Poultry Industry Engagement Project				20,000									20,000
Regional Landcare Facilitator		30,000											30,000
Regional Strategic Partnerships				75,000									75,000
Regional Strategic Planning												10,000	10,000
Regional Strategic Weeds Program		135,000											135,000
Regional Travelling Stock Reserve (TSR) Maintenance and Capital Works									162,613				162,613
Regional Weeds coordinating Committee				87,211									87,211
Regional Delivery (2016/17 \$ Allocation)	141,000	1,082,783	1,426,667	242,211	-	-	313,997	172,000	162,613	-	75,276	10,000	3,626,547

Operating Budget 2016/17	Strategy 1 - Provide Information	Strategy 2 - Deliver Integrated Services	Strategy 3 - Emergency Management	Strategy 4 - Collaborate with Stakeholders	Strategy 5 - Enable Participation	Strategy 6 - Foster Research and Development	Strategy 7 - Aboriginal Culture	Strategy 8 - Consent and Compliance Services	Strategy 9 - Manage Crown Lands	Strategy 10 - Develop LLS Staff	Strategy 11 - Innovation	Strategy 12 - Value Safety and Sustainability	Total Operating
Upper Hunter Beef Industry Partnerships				33,000									33,000
Upper Hunter Sustainable Agriculture and Land Management Program		278,923											278,923
Upper Hunter Extension and Advisory Services		70,116											70,116
Upper Hunter Landcare Partnerships				42,985									42,985
Upper Hunter Biodiversity Program		270,372											270,372
Upper Hunter Native Vegetation Services								5,000					5,000
Upper Hunter Community Advisory Group					4,000								4,000
Upper Hunter Invasive Pest Animal Services								60,080					60,080
Upper Hunter Strategic Partnerships				40,000									40,000
Upper Hunter (2016/17 \$ Allocation)	-	619,411	-	115,985	4,000	-	-	65,080	-	-	-	-	804,476
Lower Hunter Williams River Dairy Effluent and Farm Management Project		357,433											357,433
Lower Hunter Biodiversity Program		338,938											338,938
Lower Hunter Landcare Partnerships				30,000									30,000
Lower Hunter Biodiversity on Small Properties		269,677											269,677
Lower Hunter Community Advisory Group					4,000								4,000
Lower Hunter Native Vegetation Services								5,000					5,000
Lower Hunter Invasive Species Services								39,686					39,686
Lower Hunter Beef Industry Partnership & Sustainable Agriculture Program				221,650									221,650
Lower Hunter Port Stephens and Lake Macquarie estuary and marine partnerships		27,600											27,600

Operating Budget 2016/17	Strategy 1 - Provide Information	Strategy 2 - Deliver Integrated Services	Strategy 3 - Emergency Management	Strategy 4 - Collaborate with Stakeholders	Strategy 5 - Enable Participation	Strategy 6 - Foster Research and Development	Strategy 7 - Aboriginal Culture	Strategy 8 - Consent and Compliance Services	Strategy 9 - Manage Crown Lands	Strategy 10 - Develop LLS Staff	Strategy 11 - Innovation	Strategy 12 - Value Safety and Sustainability	Total Operating
Lower Hunter Community Engagement Program	16,985												16,985
Lower Hunter Flood Recovery & Emergency Resilience Program			50,000										50,000
Lower Hunter School Engagement Project (with Hunter Water Corporation)	45,000												45,000
Lower Hunter (2016/17 \$ Allocation)	61,985	993,648	50,000	251,650	4,000	-	-	44,686	-	-	-	-	1,405,969
Manning Great Lakes Community Advisory Group					3,000								3,000
Manning Great Lakes Biodiversity Program		393,636											393,636
Manning Great Lakes Estuary and Marine Program		51,701											51,701
Manning, Karuah and Great Lakes Advisory Services		25,116											25,116
Manning Great Lakes Beef Industry Partnerships				48,000									48,000
Manning Great Lakes Landcare Partnerships				28,985									28,985
Manning Great Lakes Native Vegetation Services								5,000					5,000
Manning Great Lakes Invasive Pest Animal Services								35,184					35,184
Manning, Karuah and Great Lakes Sustainable Agriculture Services		136,323											136,323
Hunter Region Oyster Industry Partnership Project				50,000									50,000
Manning Great Lakes (2016/17 \$ Allocation)	-	606,776	-	126,985	3,000	-	-	40,184	-	-	-	-	776,945
Total Operating Budget 2016/17	202,985	3,302,618	1,476,667	736,831	11,000	-	313,997	321,950	162,613	-	75,276	10,000	6,613,937
Staff Training Budget										102,000			
Total Operating Budget 2016/17	202,985	3,302,618	1,476,667	736,831	11,000	-	313,997	321,950	162,613	102,000	75,276	10,000	6,715,937

3 year budgets projection

	2016/17	2017/18	2018/19
	\$	\$	\$
Revenue			
Recurrent Grant ⁽¹⁾	2,600,000	2,605,000	2,610,000
NRM Investment Grants ⁽²⁾	4,773,222	2,361,000	-
Hunter Catchment Contribution Levy ⁽³⁾	4,854,842	4,942,229	5,031,189
LLS Rates	3,055,273	3,118,680	3,183,672
TSR	332,000	365,200	401,720
Fees and services	258,950	284,845	313,330
Opportunity Grants	917,861	1,007,997	1,108,797
Total Revenue	16,792,148	14,684,951	12,648,708
Expenses			
Employee costs	7,931,654	6,928,643	5,913,750
Grants paid	3,301,933	2,234,783	1,566,264
Contractor costs	229,000	203,975	203,821
Motor Vehicle	456,546	440,408	418,853
Travel costs	131,533	124,982	116,476
Occupancy costs	615,737	631,130	646,908
Pest Insect contribution	519,000	519,000	519,000
Depreciation	173,440	177,776	182,220
Other Costs	3,433,306	3,424,254	3,081,416
Total Expenses	16,792,148	14,684,951	12,648,708
Net Operating Result	0	0	0

1. Assumed annual recurrent grant from NSW Treasury.
2. The head agreement for Catchment Action NSW expires on 30 June 2017. The head agreement for the National Landcare Programme expires on 30 June 2018. There is expectation that these funding arrangements will continue however to minimise organisational risk, staff funded through, and staff that support the NRM program are majority fixed term funded to match the external grant.
3. The Hunter Catchment Contribution increase is consistent with the local government rate peg of the year
4. All revenue and expense is increased by 2.5% unless otherwise stated
5. The TSR, fees and services, and opportunity grant revenue is project to increase 10% p.a.

Additional funding may become available for implementation of key reforms including the Biodiversity Reform, the Biosecurity Reform and Weeds and Pest Animal review.

Long term operating budgets

The region is dedicated to providing long term operating budgets to staff to address high priority risk to our customers and the organisation. These long term budgets include Invasive Species and Animal Biosecurity and Welfare;

Invasive Species

District	2016/17	2017/18	2018/19 *
	\$	\$	\$
Lower Hunter	29,686	29,686	24,029
Manning Great Lakes	30,184	30,184	24,432
Upper Hunter	45,080	45,080	36,489
Regional	118,000	120,950	123,974
Total	222,950	225,900	208,924

*An accumulation of funds in 2014/15 was allocated out over 4 financial years finishing 30 June 2018 on top of the annual budget for Invasive Species. In addition to operating funds the Hunter LLS employs 6.6 Equivalent Full Time staff to address invasive species risk.

Additional HCC and Catchment Action NSW are available where Invasive species works meet investor priorities and will be developed on an annual basis

Animal Biosecurity and Welfare

District	2016/17	2017/18	2018/19 *
	\$	\$	\$
Regional	79,577	79,577	79,577
Total	79,577	79,577	79,577

In addition to operating funds the Hunter LLS employs 3.5 Equivalent Full Time staff to address animal biosecurity and welfare risk.

Risks and Opportunities

Hunter LLS has identified a number of risks and opportunities in the area of;

- Political environment
- Economic environment
- Social environment
- Operating Environment
- Legal and Regulatory
- Technology and systems
- Human resources

These risks are managed within the LLS risk management framework.

Monitoring Evaluation and Reporting (MER)

The MERI framework will be developed in 2016-17.

The MER activities during 2017 support the performance and direction of our projects and programs, from an organisational level through to an on-ground one of event level.

Through MER, we are able to;

1. Identify opportunities for improvement and innovation
2. Demonstrate the impact of organisation within the region
3. Ensure that we have strong accountability and governance structures in place

Across all projects, we need to measure our performance against the Local Land Services vision, mission and goals. To do this Hunter Local Land Services will adopt the Performance and Improvement framework that asks;

1. Are we doing what we said we would?
2. Are we doing it in the way that we said we would?
3. Can we do it better?

Key risk with our MER program is the management of;

1. Different investor requirements and for MER;
2. Resourcing all MER activities;
3. Lack of integrated and effective systems for recording data and information;
4. Ongoing separation of functional areas, not allowing for cross collaboration and leverage to attain greater outcomes;

The Hierarchy of Reporting Responsibility is;

