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Acknowledgement of Country

Local Land Services acknowledges and recognises the traditional owners of NSW and the primacy of their role in cultural heritage, cultural economy, cultural knowledge and connection to Country.

We pay our respects to Elders, both past and present and acknowledge the rich diversity in Aboriginal communities including individuals and groups who share a responsibility to care for Country and culture into the future.
Minister’s foreword

The Hon Niall Blair MLC
Minister for Primary Industries
Minister for Land and Water

The Local Land Services State Strategic Plan was developed in partnership with land managers and the community to set a clear path for assisting rural and regional communities to be resilient, productive, profitable and sustainable.

Together with the 11 local strategic plans nested under it, the 10-year State Strategic Plan sets the long-term agenda for Local Land Services at both the state and local levels.

These plans define the priorities of the organisation and outline the way services will be delivered to build resilient communities, meet local needs and contribute to state-level priorities.

All plans have been developed with extensive community consultation, emphasising the importance of having farmers, land managers and community members at the heart of decision making.

Local Land Services represents a fundamental shift in the way advice, services and assistance are provided. When it comes to decision making, this model is underpinned by local involvement and accountability, with a strong customer focus at its core.

Using the best available science and support, delivered by experienced and knowledgeable staff, the organisation works in partnership with passionate and committed land managers and community members to deliver balanced social, economic and environmental results.

The strategies outlined in this suite of plans provide a clear and consistent direction across NSW to make the most of current opportunities and guide delivery of the most relevant programs and initiatives to support producers and communities across the state.
Intent of the plan

Introduction

Local Land Services represents a change in service provision to land managers in agricultural advisory services, biosecurity, emergency management and natural resource management. These services will be delivered in an integrated way which builds and improves on previous arrangements.

The State Strategic Plan sets the vision and goals for Local Land Services for the next ten years and outlines the strategies through which these goals will be achieved. A series of key performance indicators provides guidance on what success will look like and how investors and stakeholders will be able to measure performance.

Success will be driven by local decision making and service delivery supported by transparent, responsive and accountable local boards. This will be combined with the benefits of greater consistency, leverage and more effective use of resources stemming from being one organisation.

Previous and future services

Local Land Services consolidates the operations of 27 formerly separate entities. While we respect the history of these organisations and their predecessors, which span over a hundred years, Local Land Services is about a change in customer focus, better and more integrated services and an improved structure and culture.

Reflecting this integrated approach, our strategic goals do not relate to achieving functional excellence in agricultural advisory services, biosecurity, emergency management and natural resource management but rather focus on improved and integrated outcomes for customers and land managers and for the communities and environments across NSW.

Local delivery and decision making

The strategy’s foundations are built on the local focus of Local Land Services, underpinned by local decision making and accountability. Each of the 11 local regions is responsible for service delivery and local strategy. As part of strategic planning, these functions include community engagement, setting and delivering local priorities, and determining how the priorities for Local Land Services are best achieved at local level. These priorities are outlined through a regional strategic plan that is closely aligned with the State Strategic Plan.

Governance, transparency and reporting

Local Land Services is in the business of creating value for its customers, investors and stakeholders. A key component of the strategy is to increase our focus on customer service, and report to investors and stakeholders on performance and customer satisfaction more effectively. Transparent evaluation and reporting underpins the implementation of the strategy and is integral to how Local Land Services will work for and with its investors and customers.

In addition to our own reporting processes, our performance will be independently audited on a regular basis by the Natural Resources Commission through the Performance Standard for Local Land Services. Reports from this process are made public and this provides additional assurance that Local Land Services will deliver quality outcomes for investors, stakeholders, customers and communities.
What’s at stake?

Local Land Services is a once-in-a-generation reform, and there are significant expectations of the organisation. There is also a great sense of optimism and a very talented and committed group of board members and staff.

These factors provide the opportunity to create something truly great: an organisation that lives up to its potential, is values based and removes the inefficiencies and inertia of legacy organisations. Achieving this will require a change in direction, ideas and operations, but if not undertaken Local Land Services will not meet its long term goals. The organisation cannot miss this once-in-a-generation opportunity and must live up to the expectations of our customers, investors and stakeholders.

The State Strategic Plan sets Local Land Services on the path to deliver on its potential to partner with land managers and communities to improve primary production within healthy landscapes.

Strategic direction

The State Strategic Plan has been developed consistent with the Local Land Services Act 2013 which requires the development of a state strategic plan which sets the vision, priorities and overarching strategy for Local Land Services with a focus on appropriate economic, social and environmental outcomes.

The relevant extract from the legislation is below.

The State Strategic Plan must have regard to:

- any state priorities for Local Land Services
- the provisions of any environmental planning instrument under the Environmental Planning and Assessment Act 1979
- any other existing natural resource management plans
- sound evidence-based practices to support primary industries, resilient communities and healthy landscapes
- the need for engagement of the community, including the Aboriginal community.

The 11 Local Land Services regions are required to develop a local strategic plan which is closely aligned with the State Strategic Plan and which addresses a similar set of matters. State and local alignment is an essential part of the Local Land Services model, where strong, highly devolved, local delivery is balanced with the benefits and resources of being part of a single, larger organisation.

The state and local strategic plans also seek to draw out best practice strategic planning and delivery. For Local Land Services, this means the plans are simple, aspirational and evidence based while addressing investor preferences and the requirements of the Performance Standard for Local Land Services and putting the customer at the centre of the organisation.
About Local Land Services

Local Land Services was established under the *Local Land Services Act 2013* to provide quality, customer-focused services to landholders and the community across New South Wales.

We work with land managers and the community to improve primary production within healthy landscapes and assist rural and regional communities to be profitable and sustainable into the future.

We provide primary production advice, biosecurity, natural resource management and emergency management functions through 11 local regions, around 800 staff and a budget of approximately $175 million.

The State Strategic Plan sets the overarching strategy for the whole organisation.

Local Land Services is governed by the Board of Chairs, which has an independent chair and the chairs of the 11 local boards. The Board of Chairs is responsible for Local Land Services’ strategy, governance and organisational oversight and reports directly to the Minister for Primary Industries.

Local regions are in charge of providing all front line services. Each region has a local board that is responsible for corporate governance, approval of regionally appropriate programs, development of a local strategic plan and budgets in line with local and state priorities, and communications and engagement with their local communities.

Regions vary in geographic and organisational size and approach their local priorities in different ways, which is why it is so important to be locally focused.

Local community advisory groups provide input into the development of plans, projects and services and are an integral link between Local Land Services and the community it serves.

![Figure 1: The 11 Local Land Services regions.](image-url)
What we do

Local Land Services works with our 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 livestock 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.

Customers, stakeholders and investors

Customers       Any land manager within the state, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.

Stakeholders    Organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

Investors       Organisations and individuals who invest in Local Land Services and leverage outcomes from this investment.
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
The Local Land Services Strategy

This strategic plan will assist Local Land Services achieve its vision of resilient communities in productive, healthy landscapes.

To achieve this vision, Local Land Services needs to align all of its work with its mission of being a customer-focused business that enables improved primary production and better management of natural resources.

This will see four goals pursued.

- Resilient, self-reliant and prepared local communities
- Biosecure, profitable, productive and sustainable primary industries
- Healthy diverse and connected natural environments
- Board members and staff who are collaborative, innovative and commercially-focused.

The strategy is designed to deliver products and services that achieve triple bottom line results at the property, community, landscape and industry scales through the improved management of biosecurity, natural resources, agricultural productivity and emergency management. These products and services will be tailored to meet local needs.

The strategies also give Local Land Services the agility and responsiveness to meet the needs of external investors and other stakeholders and address state and national priorities. This includes the development and implementation of a range of partnerships with key organisations at state and local level.

Local Land Services will continue to work to develop a values-based culture with people who are engaged, accountable and add value to our customers. In line with the organisation’s commitment to build on the past and implement the Performance Standard for Local Land Services, our strategy will be reinforced by continuous improvement processes which will improve our strategies, culture, products, services, processes and outcomes over time.
<table>
<thead>
<tr>
<th>GOAL 1: Resilient, self-reliant and prepared local communities.</th>
<th>GOAL 2: Biosecure, profitable, productive and sustainable primary industries.</th>
<th>GOAL 3: Healthy, diverse and connected natural environments.</th>
<th>GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY 1: Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making.</td>
<td>STRATEGY 2: Provide products and advisory services that support and enable customers to implement improved practices.</td>
<td>STRATEGY 3: Provide products and services that support and enable customers, land managers and the community to prevent, prepare, respond and recover from biosecurity and natural disaster events.</td>
<td>STRATEGY 10: Develop engaged and accountable people with a strong customer and stakeholder focus.</td>
</tr>
<tr>
<td>STRATEGY 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.</td>
<td>STRATEGY 5: Ensure local people participate in decision making.</td>
<td>STRATEGY 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.</td>
<td>STRATEGY 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement.</td>
</tr>
<tr>
<td>STRATEGY 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.</td>
<td>STRATEGY 8: Deliver consent and compliance services that educate and protect communities, landscapes and industries.</td>
<td>STRATEGY 9: Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.</td>
<td>STRATEGY 12: Ensure a safe, efficient, effective and sustainable organisation.</td>
</tr>
</tbody>
</table>
# Strategies and performance indicators

<table>
<thead>
<tr>
<th>GOAL 1: Resilient, self-reliant and prepared local communities</th>
<th>GOAL 2: Biosecure, profitable, productive and sustainable primary industries</th>
<th>GOAL 3: Healthy, diverse, connected natural environments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regions will define the specific actions and priorities to deliver these strategies, tailoring services to meet the issues, risks and opportunities that characterise the communities, industries and landscapes of that region.</td>
<td>Early measure of success in implementing the strategy.</td>
<td>Longer term measure of success in implementing the strategy.</td>
</tr>
</tbody>
</table>

## STRATEGY 1: Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making.

**Description:**
The objective of this strategy is to support and enable customers to make improved decisions in relation to biosecurity, agricultural production, natural resource management and emergency management.

Examples of the products and services include one on one customer interactions over the counter or in the field, group activities, information technology products, social media, data sharing, publications or events, with services designed to add value to land managers.

These services are available to all Local Land Services customers and will be tailored to meet local needs, addressing the particular issues, risks or opportunities that are relevant to that landscape, industry or community.

**Early indicators:**
Customer access to data, information and knowledge products and services.

**Longer term indicators:**
Customer satisfaction - data, information and knowledge products and services. Customer capacity - data information and products capacity, use in decisions and triple bottom line impact.

## STRATEGY 2: Provide products and advisory services that support and enable customers to implement improved practices.

**Description:**
This strategy provides a change in advisory services for groups of customers in priority primary production industries or landscapes. It positions advisory services as a role for all Local Land Services staff, with the appropriate support of internal and external subject matter experts.

The objective is to support and enable customers in those industries or landscapes to implement improved practices to achieve targeted agricultural, biosecurity or natural resource management outcomes.

Examples of these services include organised group activities, training, peer to peer learning, financial incentives, decision support tools or information products.

These services are available to targeted groups of customers, dependent on the particular issues, risks or opportunities that each region prioritises where there is a need to take a cross-tenure or industry-wide approach. Advisory services will be delivered in collaboration with other stakeholders and tailored to the relevant issues and drivers.

**Early indicators:**
Customer access to advisory services.

**Longer term indicators:**
**STRATEGY 3:** Provide products and services that support and enable customers, land managers and the community to prevent, prepare, respond and recover from biosecurity and natural disaster events.

**Description:**
This strategy delivers prevention, preparation, response and recovery services to communities impacted by or anticipated to be impacted by biosecurity incidents and natural disaster emergencies. The objective is to increase the capacity of communities to mitigate the risks and minimise the impacts of these events.

Responsibilities in this area are frequently shared across government, industry and community and Local Land Services will sometimes position itself as an enabler and sometimes as a responder. Examples of these services include participating in emergency management committees, providing information, responding to adverse seasonal conditions, incidents and emergencies and supporting customers recovering from disasters.

These services are available to targeted communities, prioritised by each region and tailored to meet the needs of those communities, noting incidents and emergencies require reactive response.

<table>
<thead>
<tr>
<th>Early indicators:</th>
<th>Longer term indicators:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer access - biosecurity and natural disaster preparedness and emergency response products and services.</td>
<td>Customer satisfaction - biosecurity and natural disaster products and services.</td>
</tr>
<tr>
<td>Local Land Services critical response times.</td>
<td>Stakeholder satisfaction - biosecurity and natural disaster products and services.</td>
</tr>
<tr>
<td>Business plan targets.</td>
<td>Community capacity - emergency preparedness.</td>
</tr>
<tr>
<td>Improvements in response time and actions.</td>
<td>Improvements in response time and actions.</td>
</tr>
</tbody>
</table>

**STRATEGY 4:** Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.

**Description:**
This strategy promotes collaboration with investors, stakeholders, public, private and community sectors, to deliver improved products and services to customers. The objective is to align the effort and activities of Local Land Services with investor preferences and to work with a range of organisations with similar goals and priorities to Local Land Services, on the basis of the general principle of subsidiarity. The outcome is the delivery of a higher value service to Local Land Services customers as the best organisation placed to deliver products and services will do so.

Examples of these services include actively working with funding programs, industry groups, Landcare networks, and local government or other organisations to cooperatively deliver better products and services to customers.

<table>
<thead>
<tr>
<th>Early indicators:</th>
<th>Longer term indicators:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of customer-facing partnerships.</td>
<td>Value of collaboration.</td>
</tr>
<tr>
<td>Stakeholder participation - group activities.</td>
<td>Investor satisfaction.</td>
</tr>
<tr>
<td>Customer participation - group activities.</td>
<td>Stakeholder satisfaction - collaboration.</td>
</tr>
</tbody>
</table>

**STRATEGY 5:** Ensure local people participate in decision making.

**Description:**
This strategy provides opportunities for local people to participate in Local Land Services decision making. The objective is to understand local priorities and drivers and to enable a broader set of skills, capabilities and perspectives in decision making.

Examples include community advisory groups, technical panels and local customer forums.

<table>
<thead>
<tr>
<th>Early indicators:</th>
<th>Longer term indicators:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder and customer participation - decision making.</td>
<td>Customer and stakeholder satisfaction - decision making and collaboration.</td>
</tr>
</tbody>
</table>
### STRATEGY 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.

**Description:**
This strategy builds understanding of local research and development (R&D) priorities or data, information and knowledge gaps and promotes collaboration with research and industry organisations to address these priorities. The objective is to fill key knowledge gaps and to support innovation and continuous improvement by customers across the triple bottom line. Local Land Services will not conduct R&D, but rather connect R&D to Local Land Services advisory services.

Examples include facilitating the development of research, development and advisory services (RD&AS) plans with regional or local scale industry groups, or negotiating memorandums of understanding (MOU) with research and industry groups, including Department of Primary Industries (DPI), to address these gaps.

**Early indicators:**
- Active RD&AS partnerships.
- Provision of advice on R&D related to local priorities.

**Longer term indicators:**
- Stakeholder satisfaction - RD&AS partnerships.

### STRATEGY 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.

**Description:**
This strategy delivers services to Aboriginal people, primarily Aboriginal land managers. The objective is to support and enable Aboriginal customers to implement practices that care for Country and encourage all land managers to consider adopting traditional land management practices.

Examples of these services include information products, advisory services, training, financial incentives or documenting traditional knowledge.

**Early indicators:**
- Active partnership projects or agreements.

**Longer term indicators:**
- Customer satisfaction - Aboriginal people engaged.
- Customers implementing Aboriginal caring for Country programs.

### STRATEGY 8: Deliver consent and compliance services that educate and protect communities, landscapes and industries.

**Description:**
This strategy delivers products and services to customers for the consent and compliance functions of Local Land Services. The objective is to support customers to understand and comply with statutory and industry requirements aimed at protecting industries, communities and landscapes.

Examples of these services include biosecurity surveillance and property vegetation plans.

**Early indicators:**
- Customers implementing voluntary codes.
- Certificates issues.
- Inspections undertaken.

**Longer term indicators:**
- Customer satisfaction - consent, compliance and enforcement services.
- Customers implementing statutory requirements.
- Market access maintained.

### STRATEGY 9: Manage Crown land vested in Local Land Services for environmental, social, and economic outcomes.

**Description:**
This strategy is to effectively manage Crown Lands that are under the care and control of Local Land Services, particularly travelling stock reserves (TSR). The objective is to manage these lands consistent with best practice, including value adding across Local Land Services and customers triple bottom lines.

Examples of work include preparing plans of management, controlling weeds and pests and enhancing biodiversity.

**Early indicators:**
- Implementation of best practices for Crown Land management.

**Longer term indicators:**
- Customer satisfaction - Crown Land/TSR care, control and management.
- Stakeholder satisfaction - Crown Land/TSR care, control and management.
GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.

Local Land Services delivers the following core strategies to work towards our organisational excellence goal, which underpins the success of our externally-focused strategies:

| STRATEGY 10: Develop engaged and accountable people with a strong customer and stakeholder focus. |
| Description: |
| This strategy is focused on building high levels of board member and staff engagement and accountability and through this a customer and stakeholder focus. The objective is to invest in board members and staff as our most critical assets, recognising that a highly capable, results-focused team is critical to success. |

| Early indicators: |
| Staff satisfaction - staff surveys. |
| Board member satisfaction - Board member surveys. |

| Longer term indicators: |
| Performance against Local Land Services Performance Standard. |
| Investor satisfaction with implementation of agreements. |
| Ongoing performance improvement. |

| STRATEGY 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement. |
| Description: |
| This strategy develops an organisation that uses the Local Land Services values to define and build a common culture which works together to innovate and improve organisational performance on an ongoing basis. The intent is to promote internal and external collaboration and innovation to make best use of the resources and capabilities that exist inside and outside Local Land Services and in doing so provide ongoing organisational improvement and maximum value to customers. Part of the focus is about measuring and managing the right things. |

| Early indicators: |
| Staff satisfaction - staff surveys. |
| Board member satisfaction - Board member surveys. |
| Performance reports. |

| Longer term indicators: |
| Performance against Local Land Services Performance Standard. |
| Investor satisfaction with implementation of agreements. |
| Ongoing performance improvement. |
| Innovative partnerships and practices. |

| STRATEGY 12: Ensure a safe, efficient, effective and sustainable organisation. |
| Description: |
| This strategy is intended to develop an enduring organisation as indicated by strong and sustainable performance across all aspects of the business and an approach to workplace health and safety which requires everyone home safe every day. Sustainability in this strategy covers triple bottom line performance (financial, social, environmental) and when viewed in this context it links well to ongoing safety and wellbeing requirements for our people, practices and services. |

| Early indicators: |
| Workplace health and safety (WH&S) near misses. |
| Staff satisfaction - staff surveys. |
| Board member satisfaction - Board member surveys. |
| Financial performance. |
| Resource use. |

| Longer term indicators: |
| Zero lost time injuries. |
| Investor satisfaction. |
| Triple bottom line impact. |
| Expenditure on front line service delivery. |
Implementation

An effective implementation of the State Strategic Plan will require consistent internal alignment and a robust approach to performance monitoring, evaluating and reporting.

Planning framework

The State Strategic Plan is designed to guide local strategic plans, which in turn guide operational/business plans and then personal workplans. The personal workplans align with and contribute to results outlined in each of the planning documents. This provides internal alignment and focus and a single line of sight from day-to-day delivery to strategy.

The State Strategic Plan exists as part of an overall framework that links NSW, Australian and Local Government plans and initiatives through all levels of its operations. See legislation and guiding influences on page 20.

![Planning framework diagram]

Figure 3: Overview of planning framework from the State Strategic Plan to personal work plans and back again.
Measuring success

Local Land Services has a responsibility to demonstrate to its customers, investors and stakeholders that its strategies are sound and effective. All strategies, programs and systems will be required to monitor, evaluate and report on performance.

Measuring and reporting on progress against key performance indicators is particularly important, as are practices that promote reflection and learning to inform decision making.

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

The data collected and the results of evaluations are necessary tools for Local Land Service to make informed decisions about our priorities and investment decisions. The data and information collected will be integrated into statewide data sets wherever possible; will be fully accessible through open government; and will contribute to whole-of-NSW reporting on the state and trend of asset conditions.

Local Land Services is working with the Natural Resources Commission to develop a method of performance evaluation that drives a consistent approach across and between regions. It will rely on a consistent set of metrics to guide internal business performance, direction setting, adaptation and meet multiple investor needs, and promote innovative and commercially-driven transformation over time.

Key components of the framework include:

1. a core set of state-wide key performance indicators, metrics and outcome statements
2. a performance evaluation framework, including indicative tools, systems and practices
3. an overview of opportunities to innovate and transform over time
4. a roadmap to implement the framework

Local Land Services will be reporting publicly on progress against this performance framework, which will be in place by 1 July 2016. Public reporting is in line with legislative requirements under the Local Land Services Act 2013.

Learning and development

Local Land Services fosters adaptive management and continual improvement across the organisation. In its simplest form, adaptive management is about a three step continuous improvement cycle: ‘plan–do-learn’. This is achieved through strategic planning, implementation and knowledge management and then adapting plans based on key learnings. Each step in the adaptive management cycle is linked, to ensure continuous improvement over time.

A triple loop learning approach is applied to evaluate for adaptive management and drive continuous improvement at different scales of planning: annual plans, business implementation plans, strategic plans and governance. Each loop entails progressing to more specific levels of questioning.

The first loop of evaluation and learning occurs frequently, at least annually, and involves regular monitoring, auditing, evaluating and reporting of actions. This level of learning leads to incremental changes in projects and actions.

The second loop of learning focuses on challenging, and potentially reframing, strategies and objectives, as well as examining evidence and assumptions that underpin our strategic approaches, regional objectives and the projects that underpin them.

The third loop of evaluation and learning focuses on challenging, and potentially transforming governance arrangements, value systems, vision and mission, and other high level processes. This level of learning can lead to changes in our direction and goals (e.g. transforming our business to accommodate climate change adaptation needs).
While learning at the second and third loops typically occurs at longer intervals than at first loop, learning at all levels will occur when the need arises. This approach allows us to review our efforts on a number of scales by asking key questions and making decisions using best available evidence at each point.

This approach will result in Local Land Services continually improving the way in which it delivers services to its customers, stakeholders and investors.

Figure 4: Triple loop learning applied to the Local Land Services planning framework (adapted from Murray Catchment Action Plan 2013).
Legislation and guiding influences

The State Strategic Plan exists as part of an overall framework that seeks to link a range of NSW, Australian and Local Government plans and initiatives through all levels of its operations.

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 Governments National Landcare Programme.

In addition, a range of NSW and Australian Government legislation, policies and plans have influenced the development of the State 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.

**National**

- Agricultural Competitiveness White Paper 2015
- Australia’s Biodiversity Conservation Strategy 2010-2030
- Australian Weeds Strategy 2007
- Close the Gap 2014
- Environmental Protection and Biodiversity Conservation Act 1999
- International agreements such as:
  - China-Australia Migratory Bird Agreement
  - Japan-Australia Migratory Bird Agreement
  - Ramsar Convention on Wetlands
  - Republic of Korea-Australia Migratory Bird Agreement
- National Landcare Programme
- National Plant Biosecurity Strategy 2010
- Quarantine Act 1908
- Water Act 2007

**State**

- NSW making it happen: Premier’s Priorities and State Priorities
- Portfolio commitments and priorities
- Local Land Services Act 2013
- Local Land Services Regulation 2014
- Biosecurity Act 2015
- Environmental Planning and Assessment Act 1979
- Government Sector Employment Act 2013
- Native Vegetation Act 2003
- Noxious Weeds Act 1993
- Threatened Species Conservation Act 1995
- Water Management Act 2000
- Agricultural Industry Action Plan 2014
- Catchment Action Plans
- Department of Planning and Environment Regional Plans
- NSW Animal Biosecurity and Welfare Strategic Plan 2013-15
- NSW Biosecurity Strategy 2013-2021
- NSW Invasive Species Plan 2008-2015
- NSW State Emergency Management Plan 2012
- NSW State of the Environment 2012
- NSW Wetland Policy 2010
- NSW Wild Dog Strategy 2012-2015
- Ochre Strategy 2013
- Performance Standard for Local Land Services—Natural Resources Commission 2015
- State Agriculture and Animal Services Functional Area Supporting Plan 2011
Glossary

**Aboriginal:** For the purposes of this strategy this includes Aboriginal and Torres Strait Islander people.

**Aboriginal cultural heritage:** Aboriginal cultural heritage consists of places and items that are of significance to Aboriginal people because of their traditions, observances, lore, customs, beliefs and history. It provides evidence of the lives and existence of Aboriginal people before European settlement through to the present. Aboriginal cultural heritage is dynamic and may comprise physical (tangible) or non-physical (intangible) elements.

**Adaptive management:** A management approach based on the science of learning by doing. It involves testing the response of a system then applying this understanding to future decisions.

**Biosecurity:** The protection of the economy, environment and community from the negative impact of pests, diseases and weeds.

**Collaboration:** Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.

**Community wellbeing:** Wellbeing is related to concepts such as ‘quality of life’ (Vernon et al. 2009) and has been described as the stable state of being well, feeling satisfied and contented (Australian Unity 2012). Wellbeing is linked to personal and community health, social justice, security, interpersonal relationships, social networks and connectedness, education, housing and health of the surrounding environment (Vernon et al. 2009).

**Customer:** Any land manager within the state or region, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.

**Customer service:** Local Land Services exists to create value for its stakeholders and customers. A key component of our strategy is an increased focus on customer services and a preparedness to measure performance and customer satisfaction.

**Investor:** Those organisations and individuals that invest in Local land Services and leverage outcomes from this investment.

**Landscapes:** For the purpose of this publication, the term landscapes refers to any section of land or coast and its natural features, including rivers and other water bodies.

**Resilient:** The capacity of a system (or community or person) to absorb disturbance and still retain its basic structure and function.

**Stakeholder:** Organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

**Travelling stock reserve:**

a) any route or camping place reserved for travelling stock route or camping place under the *Crown Lands Act 1989*

b) any reserve for travelling stock, water reserve, reserve for access or crossing (where the reserve is for the purpose of providing travelling stock with access to or a crossing of water, whether expressly notified for that purpose or not), or

c) any stock watering place.

**Triple bottom line:** Refers to the economic, social (including cultural) and environmental impact and outcomes of government policies and programs (Net Balance Management Group 2013).

**Triple loop learning:** Learning that redefines organisational actions, systems and processes as a basis for changes in governance at a range of scales.
List of Abbreviations

DPI    NSW Department of Primary Industries
MOU    Memorandum of understanding
R&D    Research and development
RD&AS  Research, development and advisory services
TSR    Travelling stock reserve
WH&S   Workplace health and safety

References


Murray Catchment Management Authority 2013, Murray Catchment Action Plan 2013-2023, Murray Catchment Management Authority, Deniliquin.


