



Local Land
Services
Murray

Local Strategic Plan 2016-2021





Cover photo: L-R Julia McCourt (Murray Local Land Services), Tony Geddes (land manager) and Kylie Durant (Holbrook Landcare Network) on the Geddes' property at Holbrook, NSW.

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing June 2016. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

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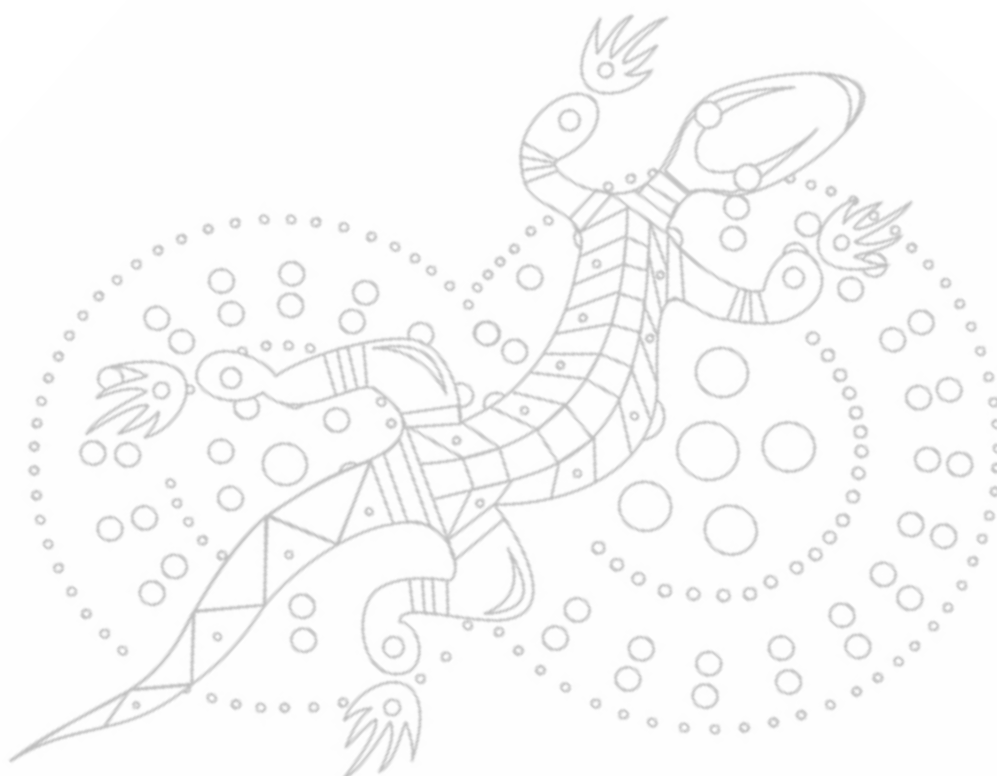
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Acknowledgement of Country

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

Murray Local Land Services acknowledges the rich diversity in Aboriginal communities including individuals and groups who share a responsibility to care for Country and culture into the future.

Murray Local Land Services pay our respects to Elders, both past and present.



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.



Chair's foreword

Richard Bull

Acting Chair of

Murray Local Land Services

I am pleased to present the first Murray Local Strategic Plan. This plan will assist us in supporting the Murray community to develop healthy and productive landscapes with productive farms, vibrant towns and a healthy environment

The plan sets our strategic direction for the next five years – building on our achievements to date and addressing the challenges of our future. Existing planning documents such as the: Murray Catchment Action Plan 2013-2023; Murray Biodiversity Management Plan 2012; NSW Biosecurity Strategy 2013-2021; Murray Regional Weed Strategy; and NSW State Emergency Management Plan have been used as the building blocks for our Local Strategic Plan. Extensive community input has informed those plans and been further incorporated in the development of this plan. Our community advisory groups have provided advice in the development of this plan.

Murray Local Land Services is one of 11 Local Land Services regions across NSW. We are a customer-focused organisation established to deliver efficient and effective services associated with agricultural production, biosecurity, natural resource management and emergency management.

The Local Land Services State Strategic Plan identifies four goals that provide the framework for Murray's Local Strategic Plan. At Murray Local Land Services we are working to achieve these goals: resilient, self-reliant and prepared local communities; biosecure, profitable, productive and sustainable primary industries; Healthy, diverse and connected natural environments; and innovative, commercially-focused people.

To pursue these goals a series of strategies, actions and performance indicators have been developed against which we will measure our success over coming years.

The Murray Local Strategic Plan defines how the Murray region will deliver on these State Local Land Services goals and strategies. This plan identifies our areas of focus and defines the way we do business through the identification of core values that will be applied across all levels of our business. This plan is the road map that unites Murray Local Land Services with our partners, collaborators and customers in delivering on the Local Land Services vision: 'resilient communities in productive healthy landscapes'.

I look forward to working with the Murray Local Land Services Board, staff, stakeholders and customers in managing land now, and for the future.



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 11 strategies' 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 the Murray Local Strategic Plan that is closely aligned with the State Strategic Plan.

The Murray Local Strategic Plan defines a set of outcomes that will contribute to the achievement of the goals described in the State Strategic Plan. Murray Local Land Services has defined some implementation timelines based on current evidence from a range of sources including existing plans and strategies; community, stakeholder and staff input; investor preference; and skills and resource availability.

The actions identified against each strategy have been coded short term, medium and long term (see Appendix 1). These codings reflect an end date rather than a commencement date. We define the codings as follows

Short term: an activity that will be completed in the first two years

Medium term: an action that will usually be completed within two - five years

Long term: an action that we expect to continue for the life of the plan and beyond.

In addition to coding each action in the plan, we have also defined some priority early activities (see Table 1). These include more detail than the higher level action statements and provide an indication of the pressing activities on our task lists in the first two years. These early regional priorities are listed against the goal statements.

The implementation and prioritisation schedule does not restrict Murray Local Land Services from opportunistically addressing a range of strategies and actions - rather it identifies some core foci for attention and delivery. The implementation schedule reflects current knowledge at the time this plan was prepared. It may change to reflect a change in regional circumstances as or as new information comes to light, as an adaptive strategic plan should.

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.

To meet our responsibilities to investors, stakeholders and customers, Murray Local Land Services ensures that different levels and lines of reporting are undertaken. These reports are designed to meet the needs of a range of audiences, at a range of scales, and across a range of issues relevant to the programs we are implementing. They include annual reports, investor reports, project reports, Natural Resources Commission (NRC) and other audit reports, as well as regular reports to the Board and its sub-committees. Murray Local Land Services provides public access to information in accordance with the *Government Information (Public Access) Act 2009*.

We are continually improving reporting systems to increase the transparency and accountability of Murray Local Land Services to our customers, stakeholders and investors. We are developing information systems that capture standard and integrated reporting outputs for short, medium and long-term progress. We have appropriate monitoring and review processes for programs and processes across all aspects of Local Land Services business, which we are continuing to develop into a more comprehensive adaptation framework.

Murray Local Land Services has a strong governance framework that supports delegated decision-making at the appropriate scale and level of risk (see Appendix 3). We value evidence-based decision-making and employ a philosophy of adaptive learning to manage risk and improve on the delivery of outcomes.

We consult with our customers, stakeholders, communities and investors, and engage through a number of formal and informal mechanisms to inform our decisions. These include a number of community-based sub-committees of the Board, program and project steering committees, professional forums, industry and issue-specific groups and community organisation networks.

Internally a range of financial, human resource and project decision-making delegations enable accountability at all levels within the organisation. Business decisions are supported by a Workplace Health and Safety committee.

Board decision-making processes are supported by the provision of detailed briefings, options papers and information flow. Board members are responsible for specific portfolios to ensure clear links between decision-making and delivery.

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.



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 over-arching 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 each 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 Murray Local Strategic Plan has been developed with reference to existing planning documents such as the: Murray Catchment Action Plan 2013-2023; Murray Biodiversity Management Plan 2012; NSW Biosecurity Strategy 2013-2021; Murray Regional Weed Strategy; and NSW State Emergency Management Plan. Appendix 2 provides more specific details about the key plans and legislation that will guide decisions into the future.

Extensive community input captured through the formation of those documents, and more recently consultation with stakeholders, has been incorporated into this plan. Our Community Advisory Groups have provided advice in the development of this plan.

The plan describes to our customers, stakeholders and investors the key directions we will take as we play our part in addressing the multiple goals of government and communities.

It will:

- inform our customers about Murray Local Land Services services and what they can expect from us.
- demonstrate to our investors and stakeholders the strategic approaches that Murray Local Land Services will take.
- provide an overview to customers and stakeholders about our collaborative approach.
- provide staff with a framework for planning and delivery that enables clear alignment, from individual work plans through to the regional strategy and state strategy.

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.

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, mission and values

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	Performance
Collaboration	Service
Innovation	Trust
Integrity	



Figure 2: Local Land Services State vision, mission and values.

The Local Land Services Strategy

The State Strategic Plan and the Murray Local 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.

This strategic approach 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.

It also gives Murray 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.

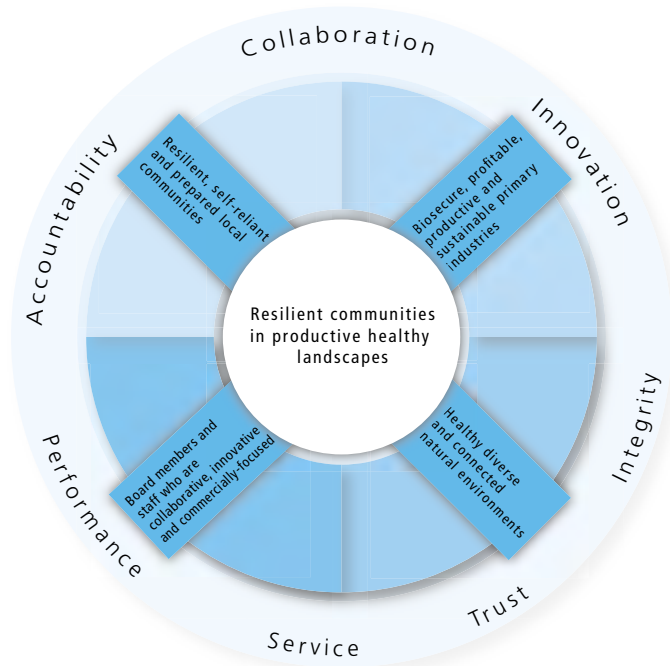


Figure 3: An overview of Local Land Services' vision, goals and values.



The Murray region

Our Region

The New South Wales Murray region spans more than 42 000 square kilometres across a range of environments, from the steep alpine slopes in the east to the vast native grasslands, rangelands and riverine floodplains to the west. Nationally significant areas include Kosciuszko National Park, the Murray River, and the Central Murray Red Gum forests that are recognised as important wetlands under the Ramsar Convention. The Murray region has always been an important landscape supporting a large Aboriginal population. There are many important cultural locations throughout the catchment that are of state, national and international significance, and these landscapes continue to support our communities throughout the region. Murray Local Land Services is responsible for the management of approximately 55,000ha of travelling stock reserves (TSRs).

The region's population of around 107,000 people is concentrated along the Murray, Edward–Kolety and Billabong - Yanco river systems in towns such as Barham, Corowa, Moama, Deniliquin, Tocatimwal and our only major city, Albury. There is an extensive urban/peri-urban interface in the region, particularly around Albury, but also around regional centres. Important regional centres include Moulamein, Berrigan, Finley, Holbrook, Jerilderie and Tumbarumba. Many of these population centres are closely linked to nearby Victorian communities and services. Many rural villages also service their local and often remote communities. Approximately 75% of land in the region is privately owned.

Land and water resources within the Murray region support diverse agricultural enterprises, including cropping, grazing and dairying. There is also an increasing interest in mineral and coal deposits. Extensive water supply infrastructure—including Australia's largest irrigation network and the famous Snowy Mountain Hydro-Electric Scheme—supplements low rainfall areas to support viable towns and industries. Much of the region's multi-billion dollar economy therefore depends on continuing access to, and the productivity of, its natural resources. Approximately one-third of our residents are directly involved in agriculture alone.

Although there are significant physical and climatic differences between east and west, issues identified by the community are often similar. For example, the need to manage disease-free profitable and sustainable agricultural enterprises, control weeds and pests, strengthen community cohesion, improve infrastructure and services, and sustainably manage soils and rivers are consistent across the region. A universal willingness also exists to look after 'our patch', but many people are limited in their capacity to do so.



Figure 4: Murray Local Land Services region.

Revenue streams of Murray Local Land Services

The functions and services provided by Murray Local Land Services are supported through several revenue streams.

Landholder rates and levies

- Biosecurity/invasive species
- Emergency services
- Meat and Livestock levy

NSW Government

- Catchment Action NSW - natural resource management programs
- Recurrent

Australian Government

- National Landcare Programme
- Environmental and sustainable agriculture programs

Other Sources

- External grants - industry, government, other
- Fees and contracted services
- Philanthropy

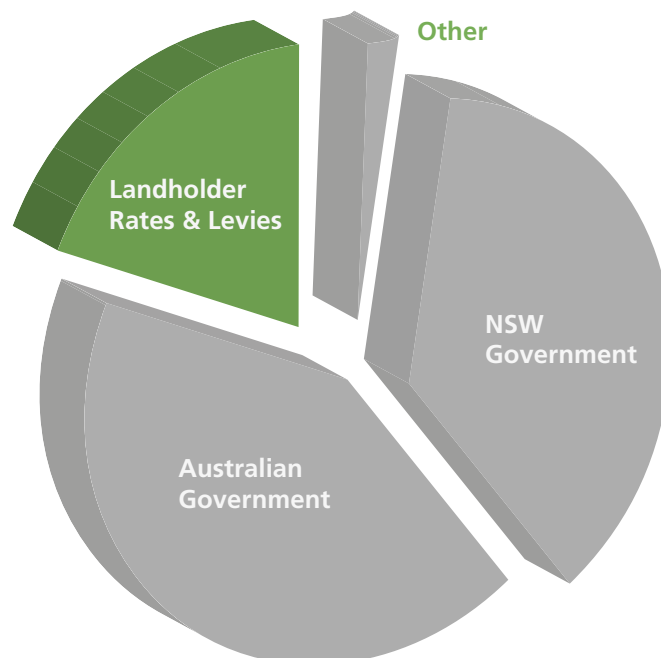


Figure 5: Average breakup of Murray Local Land Services revenue as at April 2015.

Key challenges for the region

Maintaining viable, vibrant and cohesive communities – We face significant challenges in supporting our rural and regional communities as the rural population declines and ages, and the availability of volunteers and services diminishes. Promoting strong community leaders, good governance and local decision-making by local communities is a key strategy for addressing this challenge.

Aboriginal culture - We want to increase recognition of Aboriginal cultural heritage, spirituality and connections to country, as well as provide economic and employment opportunities.

Maintaining healthy, diverse and connected natural environments – we recognise the importance of balancing resource use to sustain our livelihoods and lifestyle, with the maintenance of healthy natural environments. We value the native forests, woodlands, grasslands, rivers and wetlands, and the threatened and iconic species that inhabit them. A challenge is to find better ways to share the costs of public and private benefits equitably.

Maintaining productive and profitable farming systems is a major challenge as we adapt to changing markets, a future with less water, changing climatic conditions for food production and pests, while ensuring sustainable resource use, and minimising environmental impacts.

Changes in rainfall and temperature patterns and expected increases in the frequency and intensity of extreme weather events (e.g. floods, storms, heatwaves, frosts) and changes in water sharing arrangements. Preparing for and adapting to a changing climate is essential if our region is to flourish – socially, economically and environmentally.

Murray landscapes

Murrakool

Main towns: Barham, Moulamein, Balranald, Swan Hill

Elevation: 60-90m

Av annual rainfall: 300-400mm

Main land use/industry: Grazing, cropping, horticulture, forestry, conservation, tourism, recreation.

Family-owned properties form the basis of our rural communities, and agriculture provides the economic base for larger towns. Although our landholders are self-motivated to adapt to change, the closure of the timber harvesting industry, economic instability and uncertainty regarding water resources are slowing investment and planning decisions.

Billabong - Yanco

Main towns: Deniliquin, Conargo, Jerilderie

Elevation: 70-120m

Av annual rainfall: 300-500mm

Main land use/industry: Dryland cropping, grazing, irrigation.

The area supports a mixture of farming systems, including irrigated and dryland cropping, and grazing. Our local economy and communities are largely dependent on irrigation. With only low-moderate rainfall, the certainty of water supply and access to a range of land management options underpins the viability of local agriculture and therefore our community.

Eastern Riverina

Main towns: Corowa, Howlong, Urana

Elevation: 110-310m

Av annual rainfall: 400-650mm

Main land use/industry: Dryland cropping and grazing.

Modern agricultural practices and local natural resource management have improved our soil health, benefitting production and the environment. Extreme climate variability and volatile markets have impacted on farm productivity and profitability. We value our natural landscape, and balancing production and biodiversity values in a changing natural and economic environment is an ongoing challenge.

South West Slopes

Main towns: Holbrook, Culcairn, Walla Walla

Elevation: 250-750m

Av annual rainfall: 650-950mm

Main land use/industry: Agriculture (dryland sheep and cattle grazing, cropping), conservation (national parks).

Our farming community, partially through our involvement with Landcare, actively supports a balance between production and environmental values. The climate and productivity has attracted new farming enterprises and residents to the area.

Cadell

Main towns: Moama, Mathoura, Deniliquin

Elevation: 75-90m

Av annual rainfall: 200-400mm

Main land use/industry: Irrigated and dryland agriculture, conservation, tourism, recreation.

The Murray and Edward-Kooley Rivers and Gulpa Creek have been important to our economic development. Water from these regulated systems supports our irrigation, tourism and recreation activities, and supplies water for our town as well as for stock and domestic use. Economic instability, uncertainty regarding water security and closure of the timber industry are stalling recovery, and the ability of landholders and businesses to invest in our area with confidence.

Berriquin - Murray

Main towns: Mulwala, Finley, Berrigan, Deniliquin

Elevation: 90-170m

Av annual rainfall: 400-500mm

Main land use/industry: Irrigated and dryland agriculture, grazing, conservation, recreation, tourism, transport and processing.

We value our natural resources, and appreciate the role of water to support our lifestyles and economy. Variable climate and markets are challenging the viability of our farming industries. Effective government/community partnerships and individual investments will be needed to enhance the natural environment, mixed farming systems and continue to deliver innovative management practices.

Upper Murray

Main towns: Tumbarumba, Khancoban, Jingellic, Rosewood

Elevation: 250-2200m

Av annual rainfall: 700-1020mm

Main land use/industry: Agriculture, forestry, conservation, tourism and power generation.

We are supported by a strong sense of community and local networks – as shown by our recovery from the Millennium drought and following flash floods. These experiences have heightened our concerns about the impact of future climatic extremes and water supply, and the need for greater coordination between all land managers – both public and private.

Albury

Main towns: Albury-Wodonga, Lavington, Thurgoona, Jindera

Elevation: 150-450m

Av annual rainfall: 650-700mm

Main land use/industry: Urban and residential development, small landholdings, education, conservation, tourism, manufacturing, transport, retail, health and social services.

Our area is an important regional centre for services such as health and education, and is accessed by many residents from both New South Wales and Victoria. Our location makes it an attractive place to live and visit. However, our city's increasing size creates a unique set of natural resource management issues.

Source: Murray Catchment Action Plan 2013.

Aboriginal Communities in the Murray Region

Murray region is a place steeped in Aboriginal history, culture and spiritual significance. Today there are over seven Aboriginal nations, 12 local Aboriginal land councils and two Aboriginal corporations in the Murray region.

The Murray region's Aboriginal population has a markedly younger age structure than the non-Indigenous population, with a larger proportion of young people and a smaller proportion of older people.

The health gap challenges for Aboriginal communities in Murray region, along with similar differentials in a range of socio-economic indicators (such as housing, education and employment) are at the forefront of current commitments by the Commonwealth and State/Territory governments to "Close the Gap" between the Indigenous and non-Indigenous populations.

To this end, the NSW Government has a number of policies and program across a range of administrative portfolios which specifically aim to address and overcome the multifaceted disadvantage experienced by Aboriginal people. Specifically, these actions seek to positively improve the lives of Aboriginal people in seven priority areas: health, education, economic development, justice, families and young people, culture and heritage, as well as housing and infrastructure. In targeting these areas, the Government recognises that outcomes in one area (e.g. Natural Resource Management) will influence outcomes in other areas (e.g. education, employment and health).

The Aboriginal community in our region as a whole has developed a strong cultural resilience and determination in the face of adversity. This is exemplified through strong local community efforts to maintain knowledge and practice of traditions and culture embodied in respect for family relationships/kinship and "connection to Country" (e.g. spiritual ties to the land).

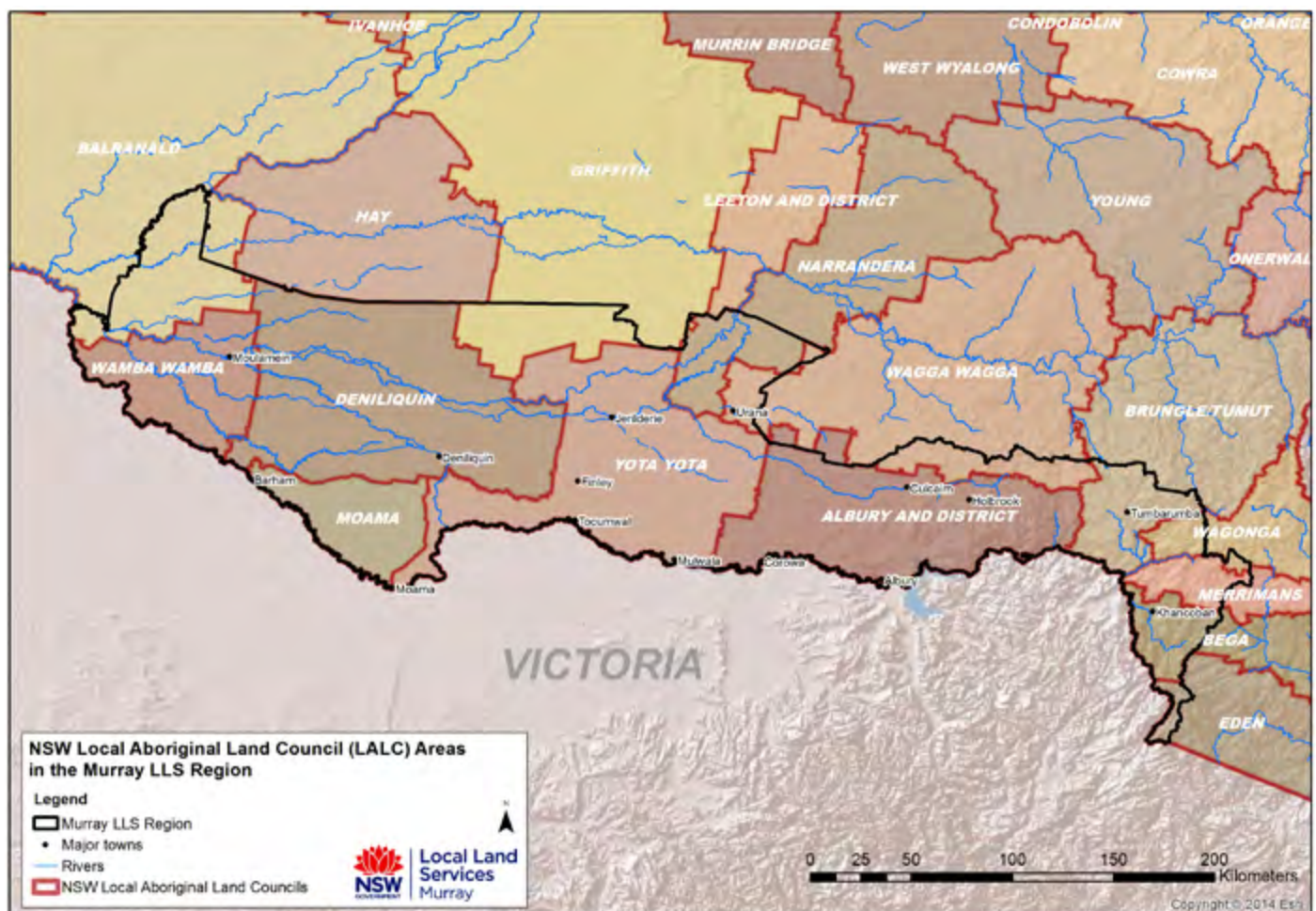


Figure 6: Local Aboriginal Land Council Areas in the Murray region

Strategic direction

Local Land Services statewide goals and strategies

GOAL 1: Resilient, self-reliant and prepared local communities.	GOAL 2: Biosecure, profitable, productive and sustainable primary industries.	GOAL 3: Healthy, diverse and connected natural environments.	GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.
STRATEGY 1: Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making.			STRATEGY 10: Develop engaged and accountable people with a strong customer and stakeholder focus.
STRATEGY 2: Provide products and advisory services that support and enable customers to implement improved practices.			
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.			
STRATEGY 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.			
STRATEGY 5: Ensure local people participate in decision making.			
STRATEGY 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.			
STRATEGY 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.			
STRATEGY 8: Deliver consent and compliance services that educate and protect communities, landscapes and industries.			
STRATEGY 9: Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.			
STRATEGY 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement.			
STRATEGY 12: Ensure a safe, efficient, effective and sustainable organisation.			

The following pages provide the detail of what we will do over the next five years. Figure 7 describes the Local Land Services goals and strategies and outlines how the detailed information presented in Table 1 and Appendix 1 links to them.

What we will do in the Murray region

In Murray Local Land Services we envisage a future where local communities flourish in healthy, productive landscapes. Murray Local Land Services is committed to being an innovative and responsive organization that is valued by our clients, providing and connecting communities with high quality services and programs that promote productive farms, vibrant towns and a healthy environment. Table 1 describes how Murray Local Land Services will contribute to the achieving the state goals in the next one-two years, outlining the regional objectives, early regional priorities, signs of success and indicators related to each of the four goals.

State Local Land Services vision *Resilient communities in productive, healthy landscapes*

State Local Land Services Goals	Goal 1 Resilient, self-reliant and prepared local communities	Goal 2 Biosecure, profitable, productive and sustainable primary industries	Goal 3 Healthy, diverse and connected natural environments	Goal 4 Board members and staff who are collaborative, innovative and commercially-focused
Table 1: Goal-specific Murray Local Land Services objectives, measures of success and early priorities.	Detail defined in Column 1 Table 1	Detail defined in Column 2 Table 1	Detail defined in Column 3 Table 1	Detail defined in Column 4 Table 1
Appendix 1: State Local Land Services Strategies.	Strategy 1: Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making.			Strategy 10: Develop engaged and accountable people with a strong customer and stakeholder focus.
Strategy descriptions, state indicators and regional actions are defined in Appendix 1.	Strategy 2: Provide products and advisory services that support and enable customers to implement improved practices.			
	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.			
	Strategy 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.			Strategy 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement.
Murray Local Land Services has developed actions that respond to these strategies. These actions are designed to deliver on state strategies while also addressing goal- specific regional objectives, local needs, legislative requirements and investor priorities.	Strategy 5: Ensure local people participate in decision making.			
	Strategy 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.			
	Strategy 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.			Strategy 12: Ensure a safe, efficient, effective and sustainable organisation.
	Strategy 8: Deliver consent and compliance services that educate and protect communities, landscapes and industries.			
	Strategy 9: Manage Crown Land vested in Local Land Services for environmental, social and economic outcomes.			

Figure 7: Signposts for understanding the details of the Murray Local Strategic Plan.

Table 1: Murray Local Land Services objectives, early priorities and measures of success against state goals 1 – 4

Goal 1: Resilient, self-reliant and prepared communities	Goal 2: Biosecure, profitable, productive and sustainable primary industries
<p>Rationale</p> <p>By actively engaging with our customers and stakeholders - providing information, sharing knowledge, building capacity, creating opportunities and encouraging participation of local people in decision-making - Murray Local Land Services will help communities to achieve resilience, self-reliance and preparedness.</p>	<p>By offering independent, scientifically sound advice and advisory services for agricultural productivity, land capability, biosecurity and livestock health services Murray Local Land Services will assist primary producers to become and remain profitable, productive and sustainable land managers. Through our role in consent, compliance and our management of Crown Lands and paddock trees Murray Local Land Services will also contribute to the sustainability of primary industries.</p>
<p>Regional objectives</p> <p><i>(Numbers in brackets provide the link to strategies described in Appendix 1, for example S7 = Strategy 7. Against each strategy we describe the actions we will take to achieve these objectives)</i></p> <p>RO 1.1 Increase in Local Land Services engagement and support for customers and stakeholders including information exchange, capacity support, devolved planning and decision-making and devolved project delivery. (S 1,4,5 & 10)</p> <p>RO 1.2 Increase in employment outcomes for Aboriginal Australians working on country (S7)</p> <p>RO 1.3 Increase in community leaders, active within their communities and engaging with Local Land Services (S5)</p> <p>RO 1.4 Increase in engaged and empowered Aboriginal people actively working on Country (S7)</p> <p>RO 1.5 Increase in community prevention, preparedness, response and recovery from natural disasters and emergency events (S3)</p> <p>RO 1.6 Increase in enduring partnerships with relevant community organisations (S4)</p>	
<p>Early regional goal specific priorities: 1-2 years</p> <p><i>(Full lists of actions are found against the strategies in Appendix 1. This list identifies early priorities)</i></p> <p>P 1.1 Develop and implement a plan for monitoring, mapping and supporting the capacity, resilience, motivations and aspirations of customers and stakeholders such as landcare and producer groups</p> <p>P 1.2 Support increased sharing of knowledge and skills internally and externally</p> <p>P 1.3 Develop a framework for decision-making associated with investment with groups for project delivery or group capacity support</p> <p>P 1.4 Increase MATG and LCAG functionality as clear pathways to influence decision-making</p> <p>P 1.5 Improve communications and engagement processes with customers and stakeholders</p> <p>P 1.6 Increase collaboration and devolution of decision-making and delivery</p> <p>P 1.7 Support education and awareness activities for the broader community</p> <p>P 1.8 Develop and conduct a stakeholder satisfaction survey</p>	

- RO 2.1** The majority of primary production enterprises are operating profitably and sustainably (S2 & S6)
- RO 2.2** Increase in ground cover and improved soil condition in priority areas (S2)
- RO 2.3** Reduce impact of priority invasive animal and plant species on primary production (S7)
- RO 2.4** Increase in livestock productivity due to improved livestock biosecurity management practices (S3)
- RO 2.5** Increase in the number of land managers utilising science based, best practice production systems (S1,2,4)
- RO 2.6** Increase capability of land managers to prevent, prepare, respond and recover from emergencies and natural disasters) (S3)
- RO 2.7** Increase uptake of practices that support the adaption to the impact of climate variability and long-term climate change (S2,4)

- P 2.1** Deliver a regional animal advisory service and compliance biosecurity program that addresses legislative requirements particularly those associated with footrot, NLIS and saleyard compliance
- P 2.2** Deliver a regional pest advisory service and compliance biosecurity program that addresses legislative requirements particularly those addressing wild dogs, rabbits, feral pigs and locusts
- P 2.3** Develop and implement a regional plant biosecurity operational plan
- P 2.4** Deliver a program to decrease the effect of emergency biosecurity events (plants and animals) and natural disasters (e.g. animal welfare in flood and fire) on regional primary production
- P 2.5** Develop and deliver discretionary group pests and animal health biosecurity programs including those addressing fox control, ovine Brucellosis and ovine Johnes disease
- P 2.6** Support a coordinated approach to weeds and implement key recommendations from the NSW Weeds Review including forming a Regional Weed Advisory Committee
- P 2.7** Support land manager adaptations to climate variability through application and extension of locally-specific modelling scenarios and local monitoring and groundtruthing
- P 2.8** Support activities that promote land managed within capability
- P 2.9** Deliver effective and relevant agricultural services that support key regional industries (including dairy, dryland cropping, rice, sheep and beef), and sound, evidence-based management of key natural resources (e.g. soil and water) that are vital to primary production
- P 2.10** Promote sustainable travelling stock reserve grazing opportunities

Goal 3: Healthy, diverse and connected natural environments

Goal 4: Board members and staff who are collaborative, innovative and commercially-focused

Rationale

By increasing the number of sustainable and compliant natural resource management practices that promote biodiversity conservation and ecosystem function, and by building and sharing knowledge to support evidence-based adaptive management, Murray Local Land Services will help land managers to establish and maintain healthy, diverse and connected environments.

To effectively support the attainment of Goals 1, 2 and 3, Murray Local Land Services needs to be an organisation staffed by innovative, commercially-focused and collaborative people. Murray Local Land Services will support staff to become and remain highly skilled and motivated, with a strong customer and stakeholder focus, and committed to an organisational culture based on core values.

Regional objectives

(Numbers in brackets provide the link to strategies described in Table 2, for example S7 = strategy 7. Against each strategy we describe the actions we will take to achieve these objectives)

RO 3.1 Increase in the knowledge, skills and capacity of land managers to improve the extent, condition and connectivity of native ecosystems (S1, 2,4,6)

RO 3.2 Increase in land managers, community groups and key stakeholders actively engaged in local decision-making and partnerships to achieve sustainable natural resource management (S4, 5,7)

RO 3.3 Increase in priority landscapes, aquatic ecosystems and habitat corridors being managed, including TSR's (S4, 9)

RO 3.4 Reduction in key threats to biodiversity in priority areas (S1,2,4)

RO 3.5 Increase in communities' connection to their environment and action to improve local environments (S1, 2,7,11)

RO 3.6 State, regional and local priorities in NRM are addressed (S4,6,9)

RO 3.7 Increase in research directly addressing regional issues and contributing to adaptive management (S2,6)

RO 4.1 An embedded values-based service culture responsive to client, customer and community needs and based on core values (S 10,11)

RO 4.2 Increase in staff and customer satisfaction and wellbeing (S10,11,12)

RO 4.3 Increase in governance standards including a commitment to review, adaptation and accountability (S12)

RO 4.4 Clear evidence-based decision-making frameworks (S6,12)

RO 4.5 Improved business systems improved to support delivery and reporting (S12)

RO 4.6 Skilled, experienced and motivated staff (S10)

RO 4.7 Increase in internal and external relationships and collaboration that add value for stakeholders and customers (S4,11)

RO 4.8 Increase in external funds sourced to the region (S7,12)

RO 4.9 Increase in customer, stakeholder and staff feedback being sought and addressed (S10,11)

Early regional goal specific priorities: 1-2 years

(Full lists of actions are found against the strategies in Table 2. This list identifies early priorities)

In partnership with key stakeholders and communities, including Aboriginal communities:

P 3.1 Deliver and adapt social-ecological systems projects in the Upper Murray, Billabong-Yanco and Edward-Wakool areas

P 3.2 Deliver projects that improve landscape scale native vegetation connectivity and wetland enhancement in priority areas

P 3.3 Deliver projects to support threatened species and communities' including small bodied native fish, squirrel gliders, endangered orchids, bush stone curlews and endangered ecological communities

P 3.4 Deliver programs to reduce the impacts of key threats to the conservation estate including the Central Murray Forests

P 3.5 Further integrate program delivery with biosecurity services to achieve coordinated approaches to natural resource management, biosecurity, pest plant and animal control

P 3.6 Complete travelling stock reserve valuation and asset review

P 3.7 Develop a clear and adaptable travelling stock reserve management plan that incorporates economic, environmental, social and cultural values

P 3.8 Further develop prioritisation frameworks and decision-support tools to guide investment and delivery mechanisms

P 4.1 Develop theme plans for each area of Murray Local Land Services business

P 4.2 Implement a plan to drive integration and develop a values-based regional culture

P 4.3 Develop processes to ensure organisational standards and legislative requirements are met

P 4.4 Address next level planning and create a clear alignment between all levels of the planning framework

P 4.5 Establish systems for accountability, appropriate to all levels of internal and external utilisation, monitoring, review and reporting

P 4.6 Understand and address risk across the business and in co-delivery and devolution of funds to stakeholders and customers

P 4.7 Prioritise workplace health and safety

P 4.8 Explore opportunities to increase resources into the region

P 4.9 Develop the leadership, management, communication and engagement skills of our people

P 4.10 Continue to pursue integration across all aspects of our business

P 4.11 Contribute to, adapt and improve as a result of audits, reviews and lessons learned processes

P 4.12 Continue to support and review monitoring programs and research that build our adaptive management and decision-making capacity across all of our business

Goal 1: Resilient, self-reliant and prepared communities

Goal 2: Biosecure, profitable, productive and sustainable primary industries

How will we know the expected outcomes will be achieved?

- Information and service delivery is aligned with our customers' needs and expectations
- Customer adaptive capacity increases
- The capacity of customer groups increases
- Our customers are using the knowledge and information we offer
- Our customers return for more information, knowledge and services
- Our customers seek an expanded range of information, knowledge and services
- Murray Local Land Services is a partner/collaborator of choice in projects addressing capacity needs related to community resilience, biosecurity, sustainable agriculture and natural resource management
- Stakeholders promote the benefits of working with Murray Local Land Services to their members
- The impact of priority pests and weeds on primary production has reduced
- Improved community capacity and early warning systems for biosecurity risks and natural disasters result in fewer, well-managed incursions and more localised biosecurity impacts, and smaller natural disaster impacts
- The diversity, productivity and profitability of agricultural industries in the Murray region has increased
- Primary producers throughout the region have a sense of wellbeing supported by a sustainable farm business

Early indicators::

To provide an early measure of regional success against objectives 2-5 years

- Access and use of information
- Participation rates across all channels of communication and engagement
- Use of advisory services and other opportunities offered
- Number of partnerships and devolved grants
- Customer and stakeholder satisfaction
- Customer awareness of services
- Emergency response practices implemented
- Stakeholder and customer participation in decision-making
- Participation rates across all channels of communication and engagement
- Participation in the training, extension, devolved grants and other opportunities provided
- Number of partnerships and devolved grants
- Area of devolved grants
- Customer and stakeholder satisfaction
- Customer awareness of services
- Staff capacity to implement biosecurity response
- Participation in collaborative ventures to address biosecurity
- Biosecurity response practices implemented
- Area of impact of biosecurity events

Longer term indicators::

To provide a long-term measure of regional success

Greater than 5 years

- Community wellbeing and health
- Community and individual capacity
- Customer group capacity
- Aboriginal sharing of traditional knowledge
- Aboriginal employment in caring for and working on country
- Demand for emergency services
- Adoption of recommended practices
- Adoption of recommended practices
- Ground cover percentages
- Soil condition attributes
- Farm diversity, profitability and productivity
- Biosecurity response efficiency and effectiveness
- Area of impact of biosecurity events
- Customer capacity and knowledge

Goal 3: Healthy, diverse and connected natural environments

Goal 4: Board members and staff who are collaborative, innovative and commercially-focused

How will we know the expected outcomes will be achieved?

- The extent of native terrestrial and aquatic habitat under active management in the region has increased
- The condition of native terrestrial and aquatic ecosystems in priority areas across the region has improved
- Connectivity of native terrestrial and aquatic ecosystems across multiple tenures in priority areas across the region has increased
- The abundance of selected threatened and iconic species in priority areas of the region has been maintained or increased
- The impact of key threats to biodiversity in priority areas of the region has reduced
- Community understanding, appreciation and interaction with the natural environment has increased
- Murray Local Land Services is a workplace of choice
- Decision-making has a strong evidence base behind it
- Clear processes and guidelines are in place for board and staff.
- Innovative systems and services are acknowledged by customers, stakeholders and investors
- Learning is an integral part of Murray Local Land Services
- Murray Local Land Services has a reputation for being an organisation that collaborates and shares knowledge with other regions and organisations, across multiple institutional scales.
- Data is captured and easily accessed
- Organisational culture is based on core values including accountability and transparency
- Processes are in place to drive integrated service delivery

Early indicators::

To provide an early measure of regional success against objectives 2-5 years

- Area of on-ground activity – wetlands enhanced; terrestrial vegetation, riparian corridors, aquatic systems
- Number of conservation/management agreements
- Access and use of information by key collaborators
- Participation in training, extension, devolved grants and other opportunities provided
- Number of clearing applications/notifications and area of clearing
- Staff capacity to engage community
- Staff satisfaction
- Realistic workloads
- Clear responsibilities
- Training opportunities provided
- Staff routinely engage in “upselling” of Murray Local Land Services services
- Robust, fully functional MERI frameworks are implemented routinely
- Business systems meet the needs of the organisation
- Staff understand roles and alignment with organisational and state goals
- WH&S compliance and zero harm

Longer term indicators::

To provide a long-term measure of regional success

Greater than 5 years

- Native vegetation extent, condition and connectivity
- Wetland condition
- Riparian and stream condition
- Trends in breeding success and abundance of threatened and iconic native species/ communities
- Adoption of recommended practices
- Community and individual environmental appreciation, awareness, understanding, capacity and attitude
- Stable workforce (reduced turnover of staff)
- Investors, customers and stakeholders trust and value Murray Local Land Services staff, advice and services
- Successful audits
- Staff and board capacity
- Increased external funding sourced
- Increased levels of cross-region collaboration and stakeholder collaboration

Implementation

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

To help with this a set of investment principles have been developed. The application of the investment principles will be informed by e.g. climate, fiscal, organisational and policy outlooks that may change from year to year (Figure 8).

Investment principles

Evidence-based – The processes we use in planning will be evidence-based, fair and inclusive.

Localism – We will encourage community ownership, provide support, engage with and enable local communities to manage local landscapes in an integrated way.

Investor confidence – We will demonstrate to investors and other stakeholders that investment choices represent value for money, are outcomes driven, manage risk appropriately, and incorporate triple bottom line accounting.

Learning and adapting – The decisions we make, and how we make them, will be informed by a rigorous learning process that improves peoples' ability to respond to change, and fosters creativity.

Integrated planning and service delivery – We will seek to implement multi-functional planning and delivery – projects managed by cross-functional teams, planned and delivered through collaboration and partnerships operating at appropriate scales. Strong partnerships and collaboration between neighbouring regions and Government agencies, including those in Victoria, will ensure a coordinated approach and optimise synergies in program delivery and landscape management.

Systems approach – A systems approach will enable us to investigate and better understand the complex social, economic and ecological problems we must address, and the interactions that result from the land management decisions and actions we take at varying scales.

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

Values consistency – The decisions we make will be consistent with our core values – Accountability, Collaboration, Innovation, Integrity, Performance, Service, Trust.

Customer service – High quality customer service will be an integral element of our decision making.

Risk management – We will consider risk and respond appropriately to optimise the potential positive outcomes while minimising the potential negative outcomes.

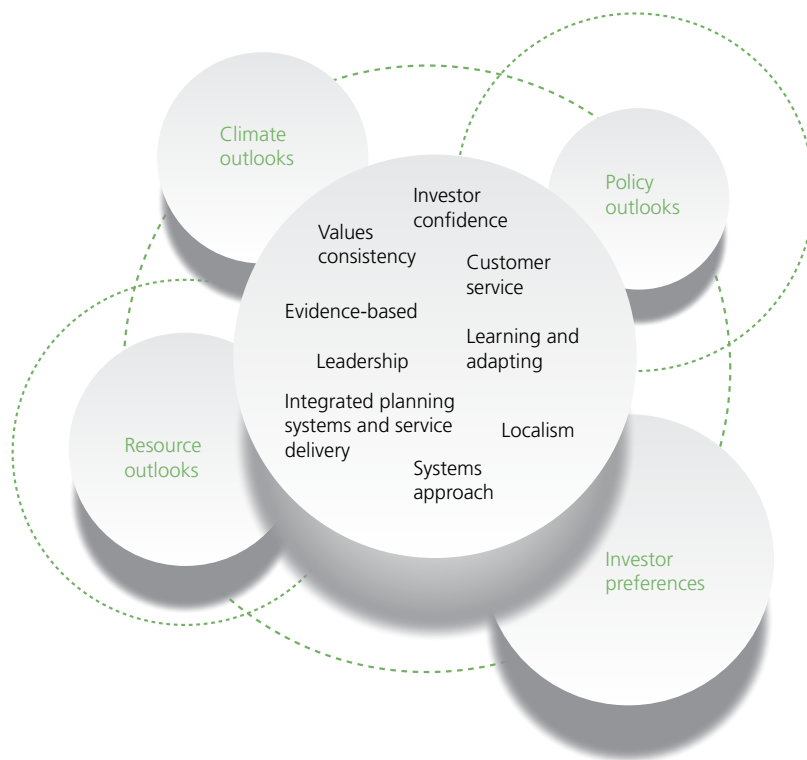


Figure 8: Principles to guide investment

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 (Figure 9).

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.

The Murray Local Strategic Plan is built on a solid foundation of legislation, scientific and community knowledge, plans, policies and strategies (see Appendix 2). Information from a broad suite of documents has been synthesised and prioritised into a succinct summary of the broad strategies and delivery approaches that Murray Local Land Services is committed to achieving over the next 5 years.

Higher order documents informing the Murray Local Strategic Plan include the Local Land Services State Strategic Plan, Premier's Priorities and State Priorities, the *Native Vegetation Act (2003)*, the *Local Land Services Act (2013)*, the NRC Performance Standard for Local Land Services, the NSW Biosecurity Strategy, the NSW State Emergency Plan, and the IPART Review of Local Land Services (2013).

Regional documents include plans such as the Murray Catchment Action Plan (developed as a whole-of-community document based on extensive consultation with customers and key stakeholders), the Murray Local Land Services Communications Strategy, the Murray Biodiversity Management Plan, the Murray Adaptation Strategy, and the Murray Regional Weed Strategy. See Legislation and guiding influences on page 28.

The Murray Local Strategic Plan is supported by a range of other operational plans and strategies including:

Theme plans that align the programs and projects with State goals, and allow for seamless integration across the business. Theme plans will link individual and project plans to multiple strategic objectives and goals. They will enable 'cross-them' analysis of programs to occur.

A three-year business plan that delivers an integrated plan and delivery model defining program and project objectives. A key element of the business plan is an investment framework that supports evidence-based decision-making.

Annual investment plans will provide specific details on annual budget allocations and activities.

Personal workplans that identify staff activities that will deliver on annual investment plans.

Local integration will occur at a range of scales and will include, where relevant, plans for operating and delivery in sub-regional geographic areas.

An adaptation strategy that will guide monitoring, evaluation, reporting and improvement in all aspects of our business and performance.

A communications strategy that will guide communication internally and externally.

As new information and evidence becomes available, we will incorporate it into our strategic planning, ensuring that the Murray Local Strategic Plan is truly adaptive. The strategic plan will undergo a major review in 2020.



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 Resource 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*.

In addition to the statewide key performance indicators, Murray Local Land Services has identified a suite of measures to assess its performance in working towards regional objectives. These measures align with Local Land Services goals but are set to our regional context (see Table 1).

We have identified early indicators, selected to predict short-term (2-5 years) measures of success in addressing our regional objectives, and longer term indicators selected to confirm longer-term (5+ years) measures of success in meeting our regional objectives. Early indicators are more likely to focus on activities and outputs, while longer term indicators will focus on outcomes.

As we progressively integrate program delivery, further prioritisation and more refined scoping of targets and timelines, and appropriate measures of success based on comparative change will be undertaken. At the operational level, key success measures will be embedded in MERI plans of relevant projects.

Learning and development

Murray 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.

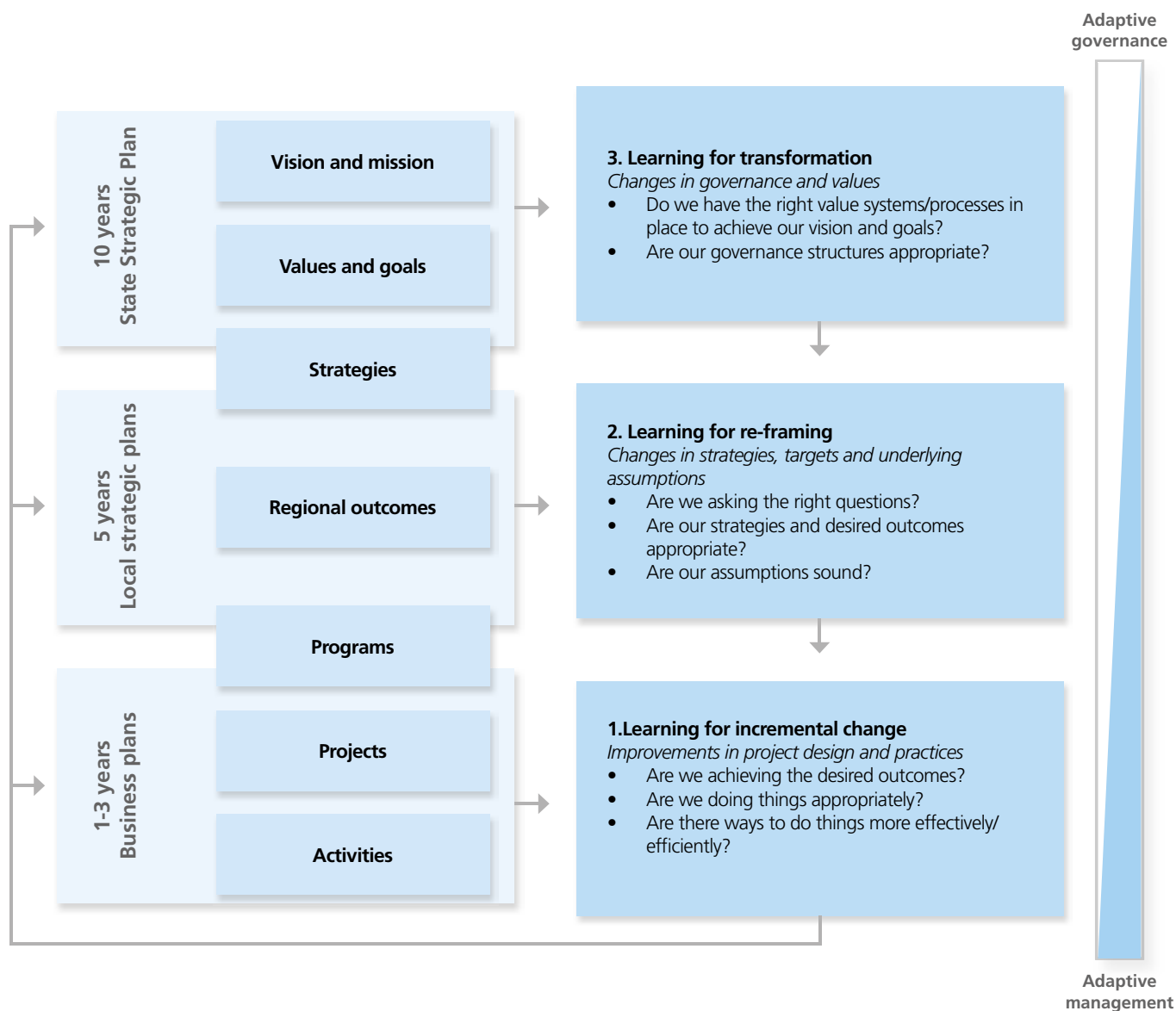


Figure 10: Triple loop learning applied to the Local Land Services planning framework (adapted from Murray Catchment Action Plan 2013).

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.

Appendix 2 provides the evidence base derived from these foundational documents.

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

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 & 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

Murray Murrumbidgee Regional Plan (once approved)

Murray Regional Weed Strategy 2008

NSW Murray Biodiversity Management Plan 2012

NSW Climate Impact Profile 2010

Water sharing plans:

Lower Murray Groundwater

Lower Murray Shallow Groundwater

Murray Unregulated and Alluvial

Murrumbidgee Regulated River

Murrumbidgee Unregulated and Alluvial

NSW Murray-Darling Basin Fractured Rock Groundwater

NSW Murray-Darling Basin Porous Rock Groundwater

NSW Murray and Lower Darling Regulated Rivers

Upper Billabong

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

Local Land Services State Strategic Plan

Biosecurity Act 2015

Environmental Planning and Assessment Act 1979

Government Sector Employment Act 2013

Regional

Environmental planning instruments

Local Government Community Strategic Plans 2012-2030 (x14)

Murray Catchment Action Plan 2013-2023

Murray Customer Research Report 2014

Regional stakeholders

Customers and community

Murray Aboriginal Technical Group

Local Community Advisory Group

Local Government

Landcare and producer groups

Agencies

Project steering committees

Glossary

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 capacity: For the purposes of this strategy this term refers to community or land manager capacity to learn from mistakes, generate experience of dealing with change, and learn to manage land and water resources more sustainably (Jacobs 2013).

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 improve future decisions (Walters & Holling 1990).

Biosecurity: Means 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).

Country: A term that Aboriginal people use to describe the lands which they have a traditional attachment or relationship to. Caring for Country is based in the laws, customs and ways of life that Aboriginal people have inherited from their ancestors and ancestral beings (Weir et al. 2011).

Continuous improvement: Ongoing effort to improve products, services, or processes.

Current recommended practices: The best management practices at a particular time, recognising that what is considered 'the best' will change over time as new knowledge, technology and information becomes available.

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.

Corridor: A landscape element that connects two or more areas of habitat.

Early indicator: Predictive indicators that focus on short-term performance drivers and inputs/activities. They are expected to 'lead to' an outcome (Lee et al. 2013; Seath 2009).

Ecosystem: A community of organisms that interact with each other, and with their physical environment (Groom et al. 2006, p.473).

Key drivers: A small number of external forces or conditions that cause a system to change (Walker & Salt 2006). Critical success factors can be seen as key drivers that cause a system (or business) to change in a positive or desirable way (Leidecker & Bruno 1984).

Governance: The interactions among structures, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens and other stakeholders have their say (Lockwood et al. 2010, p 987).

Ground cover: Vegetation below the shrub layer that covers and binds the soil surface.

Habitat: A place suitable for survival and/or reproduction of a particular plant or animal.

Implementation Timelines:

Short term: an activity that will be completed in the first 2 years

Medium term: an action that will be completed within 2-5 years

Long term: an action that we expect to continue for the life of the plan and beyond.

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

Key Performance Indicators: Quantifiable measurements that reflect the organisation's goals, and are for long-term consideration (Reh nd)

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.

Longer term indicator: Retrospective indicators that focus on longer-term outcomes following interventions (Lee et al 2013; Seath 2009). Changes in long term indicators may result from aggregate changes in multiple early indicators (Seath 2009).

Resilience: The capacity of a system to absorb disturbance and still retain and develop its basic structure and function (Chapin et al. 2009, p. 9; Walker & Salt 2006, p.xiii).

Sustainability: Management and practices that create and maintain the conditions under which humans and nature can exist in productive harmony, and that permit fulfilling the social, economic and other requirements of present and future generations.

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

Theme plans: Internal plans that will link individual and project plans to multiple strategic objectives and goals. They will also enable 'cross-theme' analysis of projects that occur.

Travelling stock reserve means:

- any route or camping place reserved for travelling stock route or camping place under the *Crown Lands Act 1989*
- 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
- any stock watering place.

Triple bottom line: Refers to the pursuit of economic prosperity, environmental quality and social justice for sustainability (Mitchell et al. 2012, p.1048). In the context of government policies and programs, triple bottom line considers the economic, social (including cultural) and environmental outcomes and impacts.

Triple loop learning: A multi-layered approach to monitoring, evaluation, learning and refining that underpins adaptive management and adaptive governance (Pahl-Wostl 2009; Peschl 2007).

List of Abbreviations

Av	Average	MBMP	Murray Biodiversity Management Plan
CMA	Catchment Management Authority	MERI	Monitoring, evaluation, reporting and improvement
COAG	Council of Australian Governments	MOU	Memorandum of understanding
DPI	NSW Department of Primary Industries	NRC	Natural Resources Commission
Ha	hectares	NRM	Natural resource management
KPIs	Key performance indicators	NLIS	National Livestock Identification Scheme
LCAG	Local Community Advisory Group	PHA	Plant Health Australia
LHPA	Livestock Health & Pest Authority	R&D	Research and development
Local Land Services	Local Land Services	RD&AS	Research, development and advisory services
LSP	Local Strategic Plan	TSR	Travelling stock reserve
MATG	Murray Aboriginal Technical Group	WH&S	Workplace health and safety

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Appendices

Appendix 1 - Short, medium and long-term regional actions against state strategies

Appendix 1 describes the 12 State Local Land Services strategies, regional actions responding to those strategies and the state early and longer term indicators for measuring performance against the strategies.

Implementation Timelines for regional actions are coded as follows:

Short term: an activity that will be completed in the first two years

Medium term: an action that will be completed within two - five years

Long term: an action that we expect to continue for the life of the plan and beyond.

Early indicators are predictive indicators that focus on short-term performance drivers and inputs/activities.

Longer term indicators are retrospective indicators that focus on longer-term outcomes following interventions. Changes in lagging indicators may result from aggregate changes in multiple leading indicators.



Goal 1: Resilient, self-reliant and prepared communities

Goal 2: Biosecure, profitable, productive and sustainable primary industries

Goal 3: Healthy, diverse and connected natural environments

State strategy 1: Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making

State description:

This strategy delivers relevant information and knowledge services to customers. The objective is to support and enable customers to make improved decisions in relation to biosecurity, agricultural production, natural resource management and emergency management.

Regional actions: *(completion dates: S - short term, M- medium term, L- long term, see page 5)*

- A 1.1** Develop a communications and engagement strategy that clearly identifies appropriate, fair and equitable delivery methods and channels for addressing all facets of Murray LLS business. (S)
- A 1.2** Develop a process that allows the identification of customer and stakeholders' priority information and knowledge needs (S)
- A 1.3** Support access to education and awareness programs that improve decisions in relation to biosecurity, agricultural production, natural resource management and emergency management. (SML)
- A 1.4** Develop and implement a portfolio of programs and projects that address the priority information and knowledge needs of customers in relation to community resilience, biosecurity, sustainable primary industries and healthy natural environments. (M)
- A 1.5** Provide information to customers and stakeholders in relevant, easy to understand and accessible formats. (ML)
- A 1.6** Identify priority information and knowledge needs of customer and stakeholders (ML)

State early indicators:

Customer access to data, information and knowledge products and services.

State 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.

State strategy 2: Provide products and advisory services that support and enable customers to implement improved practices

State description:

This strategy delivers relevant advisory services to groups of customers in priority primary production industries or landscapes. 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.

Regional actions: *(completion dates: S - short term, M- medium term, L- long term, see page 5)*

- A 2.1** Develop processes to capture and prioritise industry and natural resource management issues in the region. (S)
- A 2.2** Promote an understanding of the causes and potential impacts of climate change and seasonal variability and potential mitigation and adaptation practices. (S)
- A 2.3** Identify priority training and capacity needs of communities and customers. (S)
- A 2.4** Deliver advisory services based on sound knowledge and recommended practices, and explore and encourage diversification, innovation and the use of changed behaviours and practices to achieve positive outcomes for land manager resilience, biosecurity, sustainable primary industries and healthy natural environments. (SML)
- A 2.5** Support access to training and capacity building programs. (M)
- A 2.6** Trial and demonstrate research that supports practice change. (L)

State early indicators:

Customer access to advisory services.

State longer term indicators:

Customer satisfaction - advisory services.

Customer capacity- knowledge, physical and financial.

Customers implementing profitable, productive and sustainable land management practices.

Priority pest containment.

Goal: Resilient, self-reliant and prepared communities

Goal 2: Biosecure, profitable, productive and sustainable primary industries

Goal 3: Healthy, diverse and connected natural environments

State 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

State description:

This strategy delivers prevention, preparation, response and recovery services to priority 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.

Regional actions: *(completion dates-S - short term, M - medium term, L- long term, see page 5)*

- A 3.1** Collaborate with state and regional stakeholders to ensure a coordinated and effective regional response to biosecurity and natural disaster events. (S)
- A 3.2** Develop and implement a regional biosecurity operations plan that includes specification of appropriate governance, communications, risk assessments, scenarios and response triggers. (S)
- A 3.3** Develop and deliver a portfolio of information and advisory services to support customers and communities to build their capacity for prevention, preparedness, response and recovery from biosecurity and natural disaster events. (SM)
- A 3.4** Provide materials and assistance to encourage customers to develop individual biosecurity plans. (ML)
- A 3.5** Meet relevant obligations for biosecurity and emergency management contained in the Local Land Services Biosecurity Operations Plan, the NSW Animal Biosecurity and Welfare Business Plan, and the Murray LLS Emergency Management Operational Plan. (L)
- A 3.6** Promote shared responsibility and self-management of biosecurity. (L)

State early indicators:

Customer access - biosecurity and natural disaster preparedness and emergency response products and services.

Local Land Services critical response times.

Business plan targets.

State longer term indicators:

Customer satisfaction - biosecurity and natural disaster products and services.

Stakeholder satisfaction - biosecurity and natural disaster products and services.

Community capacity - emergency preparedness.

Improvements in response time and actions.

State strategy 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers

State description:

This strategy promotes collaboration with stakeholders, public, private and community, to deliver improved services to customers. The objective is to align the effort and activities of stakeholders with similar goals and priorities to Local Land Services to deliver a higher value service to Local Land Services customers.

Regional actions: *(completion dates-S - short term, M - medium term, L- long term, see page 5)*

- A 4.1** Identify key stakeholders and delivery agents. (S)
- A 4.2** Identify and prioritise areas for collaborative action and design appropriate delivery models.(S)
- A 4.3** Develop and implement a plan for supporting and monitoring the capacity of customers/ stakeholders. (S)
- A 4.4** Develop a capacity-building strategy that clearly identifies appropriate, fair and equitable delivery methods and channels for addressing all facets of Murray LLS business. (S)
- A 4.5** Share skills and knowledge across and between organisations. (ML)
- A 4.6** Maintain networks and work closely with researchers, industry providers and government and community stakeholders across the Research, Development and Extension continuum. (L)
- A 4.7** Deliver agreed programs that address a range of priorities and scales including local, regional, state and legislative priorities. (L)
- A 4.8** Develop and work within a clear investment framework that guides and defines investment and partnership decisions, including matching devolution and partnership decisions to governance and delivery capacity.
- A 4.9** Partner with stakeholders and customer organisations, and wherever possible devolve functions, resources and accountability to capable local people. (L)

State early indicators:

Level of customer-facing partnerships.

Stakeholder participation - group activities.

Customer participation - group activities.

State longer term indicators:

Value of collaboration.

Investor satisfaction.

Stakeholder satisfaction - collaboration.

Goal 1: Resilient, self-reliant and prepared communities

Goal 2: Biosecure, profitable, productive and sustainable primary industries

Goal 3: Healthy, diverse and connected natural environments

State strategy 5: Ensure local people participate in decision making

State description:

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

Regional actions: *(completion dates-S - short term, M - medium term, L - long term, see page 5)*

Work with customers, stakeholders and community advisory committees to:

A 5.1 Set up and support governance frameworks to increase local decision-making including a Local Community Advisory Group and the Murray Aboriginal Technical Group. (S)

A 5.2 Build appropriate community involvement mechanisms into program and project planning. (SM)

A 5.3 Support leadership training and mentoring opportunities for customer groups, land managers and other community members. (SM)

A 5.4 Support communication networks, steering committees, reference groups, industry group forums and consultative forums to create opportunities to influence and participate in, decision-making by relevant external stakeholders (such as water decisions, weeds review, IPART). (ML)

State early indicators:

Stakeholder and customer participation - decision making.

State longer term indicators:

Customer and stakeholder satisfaction - decision making and collaboration.

State Strategy 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice

State description:

This strategy builds understanding of local R&D priorities or 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.

Regional actions: *(completion dates-S - short term, M - medium term, L - long term, see page 5)*

A 6.1 Build, maintain networks and partnerships with researchers, industry providers, stakeholders and producers to share, discuss, guide and demonstrate research and practices. (SML)

A 6.2 Build and support Research and Development that provides evidence, learning and improvement for organisational and project development and delivery. (SML)

A 6.3 Trial and demonstrate new information or technology to support uptake of new approaches and improved practices. (ML)

A 6.4 Link and support research and monitoring programs to adaptive management frameworks and decision-making. (L)

A 6.5 Support appropriate research to improve customer knowledge. (L)

State early indicators:

Active RD&AS partnerships.

Provision of advice on R&D related to local priorities.

State longer term indicators:

Stakeholder satisfaction - RD&AS partnerships.

Goal 1: Resilient, self-reliant and prepared communities

Goal 2: Biosecure, profitable, productive and sustainable primary industries

Goal 3: Healthy, diverse and connected natural environments

State strategy 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge

State 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 or adopt traditional land management practices.

Regional actions: *(completion dates-S –short term, M- medium term, L- long term, see page 5)*

- A 7.1** Develop a communications and engagement plan to establish and maintain strong working relationships with Aboriginal communities. (S)
- A 7.2** Understand and map the capacity and aspirations of Aboriginal stakeholder groups whose key focus is working on Country. (S)
- A 7.3** Support strong consultative processes to ensure true co-design of programs and projects that support Aboriginal aspirations. (SML)
- A 7.4** Support capacity-building in areas such as leadership, governance and local decision-making. (SML)
- A 7.5** Build consideration of Aboriginal issues and aspirations including Aboriginal heritage and culture (such as traditional ecological knowledge) across Murray LLS programs. (M)
- A 7.6** Deliver a range of programs, projects and information sharing that support communities' involvement in NRM. (L)
- A 7.7** Support the development of Aboriginal business and employment opportunities in the management of contemporary landscapes. (L)
- A 7.8** Source external funding for Aboriginal projects associated with connection to Country and traditional land management. (L)
- A 7.9** Maintain a team of specialist staff with appropriate cultural expertise and a strong customer focus. (L)

State early indicators:

Active partnership projects or agreements.

State longer term indicators:

Customer satisfaction - Aboriginal people engaged.

Customers implementing Aboriginal caring for Country programs.

State strategy 8: Deliver consent and compliance services that educate and protect communities, landscapes and industries

State description:

This strategy delivers services to customers that implement the legislative requirements 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.

Regional actions: *(completion dates - S - short term, M - medium term, L - long term, see page 5)*

- A 8.1** Develop an investment framework to ensure rate funding is delivered appropriately for industry benefit based on legislative requirements, evidence, and transparent prioritisation based on risk and resources. (S)
- A 8.2** Deliver priority recommendations of the Natural Resources Commission 2014 weeds review. (S)
- A 8.3** Establish a Regional Weeds Committee as a sub-committee of the Board. (S)
- A 8.4** Support planning for, and delivery of, national, state and regional emergency response programs. (SML)
- A 8.5** Provide biosecurity surveillance and assessment to the State of NSW. (L)
- A 8.6** Identify, prioritise and address risks posed by pests, weeds, diseases and contaminants. (L)
- A 8.7** Provide compliance, advisory services and education programs that increase the uptake of sustainable industry and community practices.(L)
- A 8.8** Deliver customer-supported discretionary group programs for herd/flock health (e.g. OJD Biosecurity) and invasive species (e.g. fox baiting programs). (L)
- A 8.9** Deliver native vegetation management and clearing advice in line with legislation. (L)

State early indicators:

Customers implementing voluntary codes.

Certificates issues.

Inspections undertaken.

State longer term indicators:

Customer satisfaction - consent, compliance and enforcement services.

Customers implementing statutory requirements.

Market access maintained.

Goal 1: Resilient, self-reliant and prepared communities

Goal 2: Biosecure, profitable, productive and sustainable primary industries

Goal 3: Healthy, diverse and connected natural environments

State strategy 9: Manage Crown Lands vested in Local Land Services for environmental, social and economic outcomes

State description:

This strategy is to effectively manage Crown Lands that are under the care and control of Local Land Services, particularly travelling stock reserves. The objective is to manage these lands consistent with best practice.

Regional actions: (completion dates - S - short term, M - medium term, L - long term, see page 5)

A 9.1 Establish and deliver on a clear and adaptable travelling stock reserve (TSR) management plan with investment strategies, goals, policies and procedures considering issues such as:

- maintenance of TSRs for use by travelling stock
- preservation and protection of Aboriginal and European heritage values
- environmental values
- community and social values
- legislative responsibilities related to animal health, invasive species, native vegetation, threatened species, Aboriginal cultural heritage, fire risk and emergency management. (S)

A 9.2 Manage TSRs efficiently and in a sustainable, fair and transparent manner. (L)

A 9.3 Consider private and public good in the use and resourcing of TSR management. (L)

State early indicators:

Implementation of best practices for Crown Land management.

State 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

State strategy 10: Develop engaged and accountable people with a strong customer and stakeholder focus

State 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 and results-focused staff team is critical to success.

Regional actions: *(completion dates - S - short term, M - medium term, L - long term, see page 5)*

- A 10.1** Provide opportunities for staff feedback and respond appropriately including to state-wide the People Matter Survey (S)
- A 10.2** Develop transparent reporting systems that recognise the organisation's accountability to customers, stakeholders and investors (S)
- A 10.3** Instigate processes to review and improve staff and board performance (S)
- A 10.4** Establish systems to collect, benchmark, measure, analyse and respond to customer and stakeholder feedback and needs including a repeatable customer satisfaction survey (SM)
- A 10.5** Ensure staff and board members apply the organisational values in the conduct of their business. These drive the behaviours our customers can expect, and include a focus on accountability and customer service (SML)
- A 10.6** Ensure high standards of integrity and accountability are applied across Murray LLS (SML)
- A 10.7** Develop a service culture providing activities and programs responsive to client, customer and community needs (SML)
- A 10.8** Attract, develop and retain critical knowledge and skills within Murray LLS to drive service excellence (L)
- A 10.9** Review processes to ensure Murray LLS is an employer of choice by providing a safe, rewarding and high-performing workplace (L)

State early indicators:

Staff satisfaction - staff surveys.

Board member satisfaction - Board member surveys.

State longer term indicators:

Performance against Local Land Services Performance Standard.
Investor satisfaction with implementation of agreements.
Ongoing performance improvement.

State strategy 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement

State 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.

Regional actions: *(completion dates - S - short term, M - medium term, L - long term, see page 5)*

- A 11.1** Utilise the organisation's values to drive development of the organisation's culture (S)
- A 11.2** Build an inclusive and collaborative organisational culture, where staff understand and value the diverse range of expertise and capacity held within the organisation, and share this understanding with customers (S)
- A 11.3** Actively pursue activities to foster integrated service delivery (S)
- A 11.4** Support the functions of a Local Community Advisory Group and Murray Aboriginal Technical Group for co-design of a framework for collaboration, local delivery and partnerships (S)
- A 11.5** Establish baseline indicators (S)
- A 11.6** Develop and implement processes to understand regional skills across a range of stakeholder organisations and support sharing of knowledge and expertise, identify a role for Local Land Services that adds value to the broader stakeholder environment (SM)
- A 11.7** Develop a culture which embraces localism, and supports land management groups to achieve their goals (SML)
- A 11.8** Participate in cross-regional collaboration and pooling of resources to foster sharing and learning (L)

State early indicators:

Staff satisfaction - staff surveys.

Board member satisfaction - Board member surveys.

Performance reports.

State longer term indicators:

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

Goal 4: Board members and staff who are collaborative, innovative and commercially-focused

State Strategy 12: Ensure a safe, efficient, effective and sustainable organisation

State Description:

This strategy is intended to develop an enduring organisation as indicated by strong and sustainable performance 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 requirements for our people, practices and services.

Regional Actions: *(completion dates - S - short term, M - medium term, L - long term, see page 5)*

- A 12.1** Develop a clear planning framework and ensure clear links between all levels of the planning matrix (S)
- A 12.2** Identify reporting requirements, at a range of scales and for a range of functions (S)
- A 12.3** Develop information systems that capture and deliver for business needs including standard and integrated reporting outputs for medium and long-term progress (SM)
- A 12.4** Build a sound corporate governance framework including an enterprise-wide risk management process and a system of internal policies, procedures and guidelines to promote sound and ethical decision-making (SM)
- A 12.5** Design appropriate monitoring and review processes for programs and processes across all aspects of Local Land Services business and apply triple-loop learning (SML)
- A 12.6** Build and maintain internal organisational capacity to provide administration and operational response to biosecurity and natural disaster events, particularly emergency animal disease (SML)
- A 12.7** Develop and implement a staff safety and wellbeing strategy, and strive for zero harm (SML)
- A 12.8** Explore business opportunities, including funding proposals and fee for service, in a resource-challenged environment (SML)
- A 12.9** Develop processes and decision tools for evidence-based decision-making. Consider scale in investment decisions (M)
- A 12.10** Develop frameworks and processes to ensure governance standards and accountability are maintained when devolving funds (M)
- A 12.11** Develop a culture attuned to risk including ongoing, identification, review and adaptation (M)
- A 12.12** Ongoing development of expertise in practical application of systems thinking and adaptive management (L)
- A 12.13** Ensure Murray LLS appropriately balances legislative requirements, investor preferences, customer satisfaction and public good (L)
- A 12.14** Ensure appropriate application of legislation, standards, policies, procedures, biosecurity strategy, CAP, BMP, NRC standards and other guiding documents (L)
- A 12.15** Business is transacted in accordance with relevant frameworks and policies (S)
- A 12.16** Staff are accountable and transparent in their decision making (SML)
- A 12.17** Appropriate audit and probity processes are embedded in assessing funding proposals with third parties (M)

State early indicators:

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

State longer term indicators:

Zero lost time injuries.
Investor satisfaction.
Triple bottom line impact.
Expenditure on front line service delivery.

Appendix 2 - Summary of foundational documents and evidence underpinning the Murray Local Strategic Plan

National	
National Landcare Programme (NLP)	<p>The Australian Government is a major investor, providing approximately 45% of Murray Local Land Services' funding.</p> <p>NLP is the vehicle for the Australian Government investment in regional organisations.</p> <p>NLP supports activities that protect the environment and make agriculture more sustainable and productive.</p>
<i>Environmental Protection & Biodiversity Conservation Act (1999)</i>	<p>Peak Australian Government legislation for environmental protection.</p> <p>Provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places—defined in the Act as matters of national environmental significance.</p> <p>Applies to Ramsar wetlands of international importance in Murray region.</p>
International Bilateral migratory bird agreements including Japan-Australia Migratory Bird Agreement, China-Australia Migratory Bird Agreement, Republic of Korea-Australia Migratory Bird Agreement, and Ramsar Convention on Wetlands	<p>For over 30 years, Australia has played an important role in international cooperation to conserve migratory birds in the East Asian - Australasian Flyway (the Flyway), entering into bilateral migratory bird agreements with Japan in 1974, China in 1986 and most recently the Republic of Korea in 2007. Each of these agreements provides for the protection and conservation of migratory birds and their important habitats, protection from take or trade except under limited circumstances, the exchange of information, and building cooperative relationships. Birds listed on the annexes to these three agreements, together with those on Appendices I or II of the Bonn Convention, must also be placed on the migratory species list under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act).</p>
Australia's Biodiversity Conservation Strategy 2010-2030	<p>The guiding framework for conserving our nation's biodiversity. Identifies three national priorities for action:</p> <ul style="list-style-type: none"> • Engaging all Australians in biodiversity conservation • Building ecosystem resilience in a changing climate • Getting measurable results • The strategy underpins Murray Local Land Services' environmental programs.
<i>Water Act (2007)</i>	<p>Established the MDBA as a single body to oversee water management and prepare a Basin Plan.</p> <p>Establishes the Commonwealth Environmental Water Holder to manage environmental water for protection of environmental assets in the MDB.</p>
Murray Darling Basin Plan	<p>A strategic plan for the integrated and sustainable management of water resources in the Murray-Darling Basin.</p> <p>Sets limits on the amount of water (both surface and ground water) that can be taken from Basin water resources on a sustainable basis.</p> <p>Establishes boundaries for Murray Local Land Services programs and projects to operate in.</p>
Close the Gap	<p>A national partnership agreed by COAG in 2008.</p> <p>Seeks to close the gap in Indigenous health outcomes.</p> <p>Commits governments to around \$1.6 billion of expenditure over four years.</p> <p>Murray Local Land Services Aboriginal projects align with Close the Gap objectives by seeking to improve Aboriginal wellbeing through building connection to Country and traditional ecological knowledge, and advocating educational, employment and business opportunities for local Aboriginal communities.</p>
<i>Quarantine Act (1908)</i>	<p>Peak Australian Government legislation for managing biosecurity. Underpins biosecurity approaches at state and regional levels.</p>

National

National Plant Biosecurity Strategy (2010)	<p>Ten year strategy for governments, plant industries and the community to work closely together to strengthen Australia's plant biosecurity system. Endorsed by the Australian Government, state and territory governments and PHA industry members.</p> <p>Ten key strategies underpin Murray Local Land Services plant biosecurity projects.</p>
Australian Emergency Management Arrangements	<p>Provides a high level overview of how Australia addresses the risks and impacts of hazards through a collaborative approach to the prevention of, preparedness for, response to and recovery from emergencies. Outlines the collaboration necessary to match the effort and assistance required to the nature of the impact, taking into account the nature and scale of different emergencies.</p>
Australian Veterinary Emergency Management Plan (2008)	<p>Brings together the Commonwealth, State and Territory governments and livestock industry groups to collectively and significantly increase Australia's capacity to prepare for, and respond to, emergency animal disease (EAD) incursions.</p> <p>Sets out the various roles, responsibilities and policy guidelines for agencies and organisations involved in an EAD response.</p> <p>Underpins Murray Local Land Services emergency management programs and projects.</p>
New and Emerging Industries National Research, Development and Extension Strategy (2010)	<p>Industry sector strategy that brings together 16 rural R&D corporations and industry-owned companies (RDCs), as well as the federal, state and territory governments, CSIRO, universities and private providers concerned with primary industries RD&AS.</p> <p>Recognises that basic and strategic research (R) can be provided from a distance, with regional adaptive development (D) and local extension (E) required to improve the uptake of innovation by industry. It will allow agencies to retain and build capability in fields strategically important to their jurisdictions and industries.</p>

State

NSW Premier's and State Priorities	<p>The NSW Premier's and State Priorities set the current Government's agenda for change in NSW. From 30 State priorities designed to grow the economy, deliver infrastructure, and improve health, education and other services across NSW the Premier has identified 12 personal priorities. Each priority has a specific target.</p>
Catchment Action NSW	<p>Catchment Action NSW is the NSW Government's regionally-delivered project funding to address state natural resource management priorities. Catchment Action NSW is a major investor, providing approximately one-third of Murray Local Land Services' funding.</p>
Department of Planning and Environment Regional Plans	<p>Regional plans are being developed to plan for our future population's needs for housing, jobs, infrastructure and a healthy environment. The NSW Government is transforming the system of local government to ensure councils can deliver the quality services and infrastructure that communities deserve. This may impact some current council boundaries. Until this process is finalised, planning for regions and districts will continue to be developed based on existing council boundaries.</p>
Reviews	<p>The NSW Government and Local Land Services periodically undertake reviews which may impact on organisational arrangements, roles and responsibilities. Examples of reviews undertaken in 2014-2015 include IPART, NRC performance audits, Ernst and Young Local Land Services Effectiveness and Sustainability Review and the Review of Biodiversity Legislation in NSW.</p>
<i>Local Land Services Act (2013)</i>	<p>The <i>Local Land Services Act 2013</i> No 51 establishes Local Land Services and defines its priorities. The Act goes in to some detail regarding activities of Local Land Services. It includes a whole section (Section 4) on the strategic plan.</p>

State	
<i>Government Sector Employment Act (2013)</i>	Provides the statutory framework for NSW Government sector employment and workforce management. Sets out rules for recruitment, employment, ethics and behaviour.
<i>Environmental Planning & Assessment Act (1979)</i>	The overarching structure for planning in NSW Supported by a number of other statutory documents: State Environmental Planning Policies (SEPP) that outline the NSW Government's approach to dealing with planning issues specific to the State and people of NSW. Local Environment Plans (LEP) that guide development and protect natural resources such as waterways and heritage within local government areas.
<i>Water Management Act (2000)</i>	Addresses the sustainable and integrated management of the state's water for the benefit of both present and future generations. Governs the allocation and provision of water for the environmental health of our rivers and groundwater systems, while also providing licence holders with more secure access to water and greater opportunities to trade water through the separation of water licences from land.
<i>Crown Lands Act (1989)</i>	TSRs are parcels of Crown Land reserved under the <i>Crown Lands Act 1989</i> for use by travelling stock. The objectives of this Act are to ensure that Crown Lands are managed for the benefit of the people of NSW. Principles of Crown Land Management cover a range of social, environmental and economic matters including; environmental protection, public use and enjoyment, multiple use, ensuring the land and its resources are sustained in perpetuity.
NSW State Emergency Management Plan (EMPLAN)	Provides a strategic overview to emergency management in New South Wales. Ensures that no one individual or agency is responsible for emergency management in New South Wales. Contains regional sub-plans.
OCHRE	The NSW Government's Plan for Aboriginal affairs. Murray Local Land Services Aboriginal projects align with OCHRE objectives by seeking to improve Aboriginal wellbeing through building connection to Country and traditional ecological knowledge, and advocating educational, employment and business opportunities for local Aboriginal communities.
Agriculture Industry Action Plan (2014)	Outlines the NSW Government's strategy for the agriculture sector, and provides a clear road map for industry and government to work together to drive growth.
<i>Biosecurity Act (2015)</i>	The Biosecurity Act complements the principle that biosecurity is a shared responsibility between governments, industries and individuals, and provides for a range of tools and powers that can be used to support risk based management and allow for increasing efficiency and decreasing regulation. It is a significant piece of modern legislation that will provide NSW with the essential tools and powers to manage animal and plant pests and diseases, weeds and contaminants that threaten the NSW economy, environment and community.
NSW Biosecurity Strategy	The NSW Biosecurity Strategy 2013 - 2021 sets four goals for biosecurity activities in NSW and makes specific mention of services to be provided by Local Land Services. Associated strategies include: <ul style="list-style-type: none"> • NSW Invasive Species Plan • Wild Dog Management Strategy • NSW Animal Biosecurity and Welfare Strategic Plan

State	
NRC Review of weed management in NSW	This review makes a range of recommendations for ongoing weed management that including proposed changes to biosecurity legislation associated with weeds.
<i>Native Vegetation Act (2003)</i>	This Act regulates the clearing of native vegetation on the majority of land in NSW Governs the administration of property vegetation plans (PVPs).
NRC Performance Standard for Local Land Services	The NRC Standard has been developed to guide improvement in Local Land Services operations and give confidence to investors. Each Local Land Services region will need to ensure it can demonstrate how it has considered and implemented activities in accordance with the Standard. The Standard identifies eight components which Local Land Services will be audited against. These components are Governance, Leadership, Customer Satisfaction, Community ownership, Understanding Scale, Collaboration, Risk management and Evidence-based Decisions.
Local Land Services State Strategic Plan 2016-2026	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.
NSW Trade & Investment Safety Strategy	A strategy to eliminate all preventable work related injuries and illnesses, create a workplace culture that takes safety, health and well-being of staff and others into account. Aims to make the NSW public sector recognised as an industry leader in safety Key objectives underpin WHS, risk management and cultural actions in the strategy.
Behaving Ethically	Designed to help government sector employees better understand the obligation to act ethically and in the public interest. Supports the Ethical Framework for the NSW government sector, which requires all government sector employees to conduct themselves in ways that demonstrate the core values of integrity, trust, service and accountability.
Doing Things Differently	Designed to enable NSW public sector agencies to improve productivity, and the measurement of customer satisfaction and take a more collaborative approach to the way they provide their services.
People Matter Employee Survey (2014)	Assesses levels of employee engagement, determines the extent to which Departments and agencies are embedding the NSW government sector core values, ensures workplaces are supporting diversity and ethical behaviour, and gives employees the opportunity to voice their opinions about their workplace experiences.
NSW State Water Management Outcomes Plan 2000	This plan sets out the over-arching policy context, targets and strategic outcomes for the development, conservation, management and control of the State's water sources. The plan promotes the objects of the <i>Water Management Act 2000</i> and its water management principles, and seeks to give effect to the NSW Government's salinity strategies. It is also consistent with government legislative obligations, Commonwealth international agreements and government policy. It explicitly provides for the protection and enhancement of the environmental services provided by aquatic ecosystems, while delivering a stronger and clearer framework for the use of water to meet human needs, including more secure access licences. The plan provides clear direction for all water management in New South Wales including (but not limited to) the creation of management plans addressing: water sharing, water use, drainage management, floodplain management, controlled activities and aquifer interference, and environmental protection.

Regional

Murray Catchment Action Plan 2013-2023 (CAP)	<p>The CAP was the key guiding document for sustainable NRM developed for the former Murray CMA. It sets a vision, goals, targets and strategies for sustainable NRM across the region.</p> <p>A planning hierarchy links long-term catchment goals through to annual investment and actions. This also links to an adaptive management hierarchy.</p> <p>A systems approach was used focusing on understanding and addressing “deep drivers” of change in a system, and improving adaptability.</p>
NSW Murray Biodiversity Management Plan	<p>The Murray BMP was published in 2012 based on Murray CMA area prior to October 2012.</p> <p>The plan identifies in very broad terms, where investment in biodiversity management is likely to have the greatest benefit for biodiversity outcomes.</p> <p>OEH, a major investor in biodiversity management, was a partner in the BMP project. Community priorities for biodiversity were incorporated during BMP development. The plan prioritises areas in need of active management or repair.</p> <p>It is used in current biodiversity planning and implementation.</p>
NSW Climate Impact Profile 2010	<p>Assessment of the biophysical risks presented by climate change in New South Wales. Information about current and future risks to climate induced natural hazards underpins priority areas for action identified in the CAP.</p>
Murray Regional Weed Strategy	<p>Developed by local government with support from Murray Local Land Services, NSW DPI and the Eastern Riverina Noxious Weeds Advisory Group to guide weed management by private and public land managers.</p> <p>Identifies priority weeds, actions, key stakeholders and roles of existing organisations in implementing the strategy.</p>
Murray Customer Research Report 2014	<p>Results of survey assessing customer awareness, perceptions, needs, desired services, barriers to working with Murray Local Land Services, preferred communication channels, satisfaction with Murray Local Land Services and assessment of performance.</p> <p>Key insights for improving customer satisfaction with Murray Local Land Services, and directions for improving performance.</p>
Murray Murrumbidgee Regional Plan	<p>The Murray Murrumbidgee Regional Plan is currently under development (March 2016). The Plan will provide a framework for creating a strong economy to generate jobs, essential infrastructure, greater housing choice, lively centres for shopping, entertainment and dining, productive rural areas, and healthy natural areas in the Murray Murrumbidgee region.</p>
Local Government Community Strategic Plans (x14)	<p>Murray Local Land Services works in partnership with local councils to ensure best practice management of natural resources, including weed management and pest control in areas under council jurisdiction.</p> <p>Councils in the Murray region developed Community Strategic Plans, outlining strategic directions based on extensive community consultation.</p> <p>Areas of strategic alignment with the Murray CAP provided the basis for MOUs between councils and the former Murray CMA.</p>
Water Sharing Plans (x8)	<p>Water sharing plans follow the introduction of the <i>Water Management Act 2000</i>. They establish rules for sharing water between the environmental needs of the river or aquifer and water users, and also between different types of water use such as town supply, rural domestic supply, stock watering, industry and irrigation. These plans protect the health of our rivers and groundwater while also providing water users with perpetual access licences, equitable conditions, and increased opportunities to trade water through separation of land and water.</p>

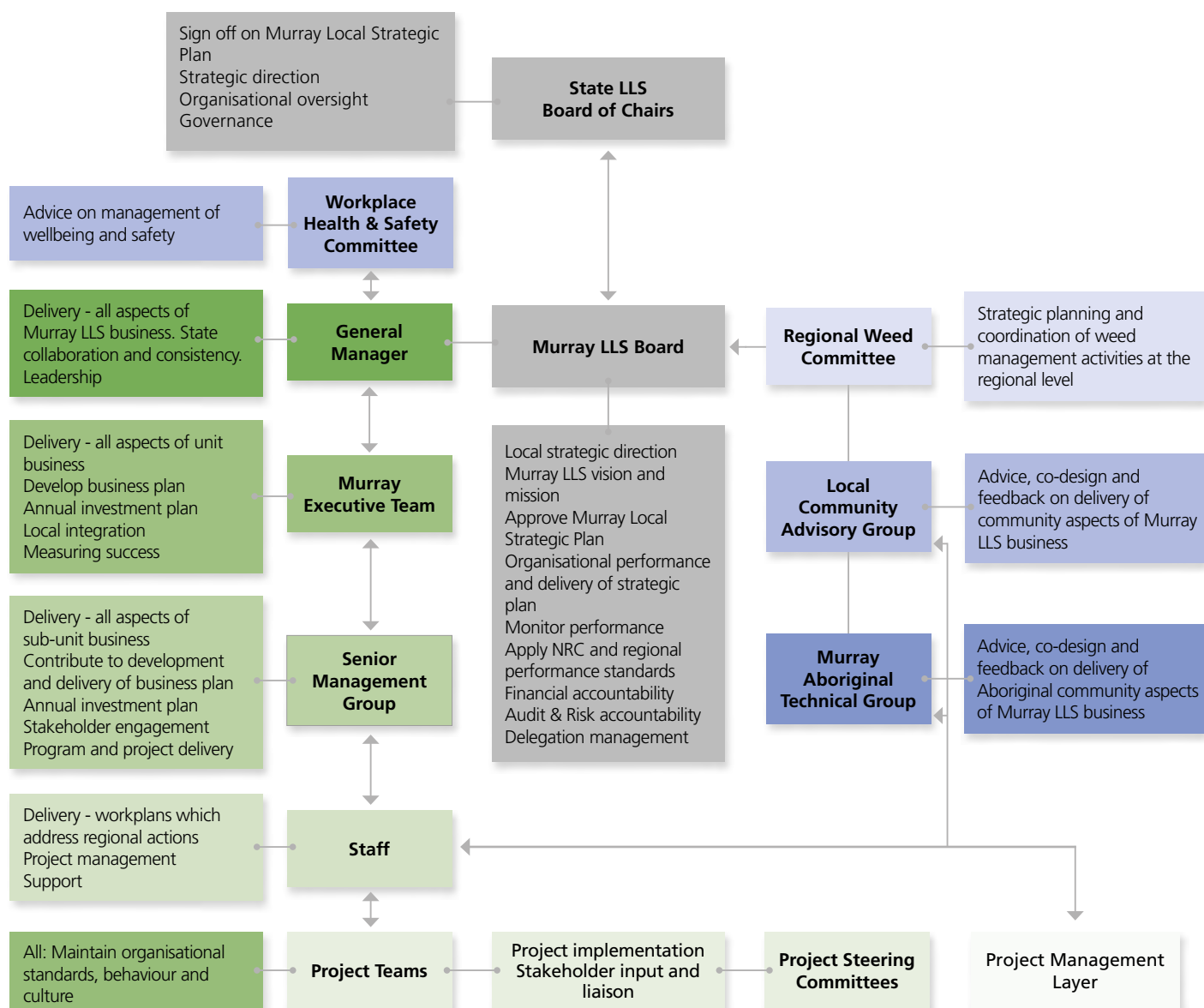
Appendix 3 - Murray Local Land services business approach

Murray Local Land Services has set itself organisational standards that reflect our core values. These standards guide our culture and define what our customers and stakeholders can expect from us as we deliver on our strategies.

Organisational standards

Organisational standards	What does it mean	How will it be displayed
Workplace culture	Our workplace culture consistently reflects the core values of Local Land Services – integrity, trust, service, innovation, accountability, collaboration and performance. These values, along with a high safety culture, are supported by strong and clear leadership within Murray Local Land Services.	<ul style="list-style-type: none"> • Murray Local Land Services values are aligned with Local Land Services values. • A safe, rewarding and high-performing workplace. • A culture of anticipation, alertness and adaptation that is reflected in the leadership, and understood and demonstrated by all Board and staff. • Unacceptable behaviour and unsafe practices are addressed appropriately, effectively and in a systematic way. • We place the public interest over personal interest, uphold the law, institutions of government and democratic principles.
High Quality Service	We deliver high quality services that inform, enable, connect and give assurance to our customers and stakeholders.	<ul style="list-style-type: none"> • Our services are focused on customer and stakeholder needs. • We treat all customers fairly and without prejudice. • Our service delivery is flexible, innovative, reliable and timely. • We offer apolitical and non-partisan advice to our customers. • We perform efficiently, effectively, ethically, and leave an enduring legacy for our landscapes and communities.
Relationships	We have strong and enduring relationships, engagement and partnerships with our customers, stakeholders and investors.	<ul style="list-style-type: none"> • We are committed to forming internal and external relationships based on integrity, open communication, honesty, accountability, mutual respect, dignity and trust. • Our relationships are based on successful collaborations to address complex problems, and achieve our goals.
Diversity	We value social and cultural diversity, including diversity of opinion	<ul style="list-style-type: none"> • Our Board and staff respect social and cultural diversity among customers, stakeholders and the workforce. • We engage in genuine, inclusive consultation with our staff, customers and stakeholders, providing opportunities for them to speak up and express their views without fear or favour. • We support and promote opportunities for Aboriginal people to strengthen Connection to Country as well as recording and sharing traditional ecological knowledge.
Adaptation	We operate in an environment of innovation, continual learning, evidence-based decision-making and adaptive management	<ul style="list-style-type: none"> • Board members promote a culture of innovation and continual learning within a systems framework. • The culture of innovation is supported by high quality business planning, strategies and management systems • Evidence-based decision-making is flexible, adaptable, transparent, and manages risk appropriately. • Our evidence is open to public scrutiny. • We undertake regular reviews and surveys of staff, customers, stakeholders, projects and strategies. • Our organisation understands its capabilities and vulnerabilities, and seeks to adapt its strategies when required, to optimise its resilience.
Collective Knowledge	We value the collective knowledge, skills and experience of our customers, stakeholders and staff, as a resource to draw on in the conduct of our business.	<ul style="list-style-type: none"> • Our evidence base is built on diverse sources of knowledge including scientific literature, cultural knowledge, citizen science, observations and anecdotal information. • We learn from knowledge gathered in a variety of ways, by a variety of people, and at a variety of scales. • We encourage participation of stakeholders with diverse knowledge, skills and experience on advisory committees and project steering committees, through social network platforms, and other engagement opportunities.

Murray Local Land Services governance structure



Services offered by Murray Local Land Services

In Murray our highly skilled teams offer a range of specialist services and advice.

- Agricultural advisory services – mixed farming systems, livestock, rice, dryland and irrigation systems, land capability, group extension experience.
- Biosecurity advisory and regulatory services - animal biosecurity and welfare, invasive animal and plant species and plant health.
- Support for Aboriginal communities and cultural heritage.
- Community engagement with customers and stakeholders including Local Government, Landcare and industry groups, schools and non-government organisations.
- Land management – travelling stock reserve (TSR) management, property vegetation management plans, a native species seedbank and seedbank services.
- Environmental management and restoration – terrestrial and aquatic ecosystems, threatened species.
- Customer group engagement and capacity support.
- Emergency services – support for landholders in preparing for and responding to livestock disease emergencies, pest plant and animal invasions, such as locusts, and natural disasters such as fire and flood.

Appendix 4 - Internal project alignment

The diagram below provides two examples of regional projects and their alignment with the broader goals, strategies and actions described in this plan.

The Local Area Management Plan Squirrel Glider Project

Project Summary: The development and implementation of a community-driven Local Area Management Plan (LAMP) which aims to secure a viable population of squirrel gliders. Some of the planned project activities include community workshops, squirrel glider surveys, mapping, on-ground works to restore or maintain squirrel glider habitat, and the development of a map-based management plan by the community.

These projects demonstrate the application of goals, strategies and actions reflected in this plan

Goal 1: Resilient, self-reliant and prepared communities
Goal 3: Healthy, diverse and connected natural environments
Goal 4: Board members and staff who are collaborative, innovative and commercially-focused

State LLS Goals

S1: Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making
S4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers
S5: Ensure local people participate in decision making
S10: Develop engaged and accountable people with a strong customer and stakeholder focus
S11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement

State LLS Strategies

RO3.2 Increase in land managers, community groups and key stakeholders actively engaged in local decision-making and partnerships to achieve sustainable natural resource management
RO3.4 Reduction in key threats to biodiversity in priority areas
RO3.5 Increase in communities connection to their environment and action to improve local environments
RO3.6 State, regional and local priorities in NRM are addressed
RO4.7 Increase in internal and external relationships and collaboration with which add value for stakeholders and customers

Regional Objectives
examples

P3.3 Deliver projects to support threatened species and communities' including small bodied native fish, squirrel gliders, endangered orchids, bush stone curlews and endangered ecological communities
A4.2 Identify and prioritise areas for collaborative action and design appropriate delivery models
A4.7 Deliver agreed programs that address a range of priorities and scales including local, regional, state and legislative priorities
A4.9 Partner with stakeholders and customer organisations, and wherever possible devolve functions, resources and accountability to capable local people
A5.2 Build appropriate community involvement mechanisms into program and project planning
A11.7 Develop a culture which embraces localism, and supports land management groups to achieve their goals

Regional Actions
examples

Sheep Biosecurity Groups

Project summary: This project is working with a community-based group in a defined geographical area to minimise the risk of spread into the area of biosecurity issues, particularly ovine Johnes disease, and to maintain market access.

Goal 1: Resilient, self-reliant and prepared communities
Goal 2: Biosecure, profitable, productive and sustainable primary industries
Goal 4: Board members and staff who are collaborative, innovative and commercially-focused

S2: Provide products and advisory services that support and enable customers to implement improved practices
S4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers
S5: Ensure local people participate in decision making
S8: Deliver consent and compliance services that educate and protect communities and industries

RO1.1 Increase in Local Land Services engagement and support for customers and stakeholders including information exchange, capacity support, devolved planning and decision-making and devolved project delivery.
RO2.3 Reduce impact of priority invasive animal and plant species on primary production
RO2.4 Increase in livestock productivity due to improved livestock biosecurity management practices
RO4.7 Increase in internal and external relationships and collaboration that add value for stakeholders and customers

P2.5 Develop and deliver discretionary group pests and animal health biosecurity programs including those addressing fox control, ovine Brucellosis and ovine Johnes disease
A1.3 Support access to education and awareness programs that improve decisions in relation to biosecurity, agricultural production, natural resource management and emergency management
A2.4 Deliver advisory services based on sound knowledge and recommended practices, and explore and encourage diversification, innovation and the use of changed behaviours and practices to achieve positive outcomes for land manager, resilience, biosecurity, sustainable primary industries and healthy natural environments
A8.6 Identify, prioritise and address risks posed by pests, weeds, diseases and contaminants
A8.8 Deliver customer-supported discretionary group programs for herdflock health (e.g. OJD biosecurity) and invasive species (e.g. fox baiting programs)



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